

Board of Directors (Public)

Item 7.3

Board Report

Subject: Operational Board – Meeting held on 2nd October 2015
Date of meeting: 20th October 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 | 1-8 | None |

1. Executive Summary

This paper summarises the key items of business considered at the meeting of the Operational Board held on 2nd October 2015.

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 2nd October 2015 – Key Issues

i) CEO's Briefing

The Operational Board received an update of the written CEO's report that was prepared for the Board of Directors' July 2015 meeting.

ii) Communications Update

The Operational Board received an update on a range of new communications initiatives underway to support the Trust vision to be 'the best', including new 'hot boards' for Wards and Departments and campaigns to support the promotion of PACT, LiA, staff recognition; along with work to improve the Trust website.

iii) Critical Care Staffing

The Head of Nursing for the Clinical Services Division presented action plans for managing bank and agency, outlining recruitment initiatives that aimed to mitigate the impact of turnover and support an improved trajectory for reduced nurse bank and agency expenditure in Critical Care.

An overview of workforce initiatives including the implementation of a revised absence policy, new rostering process and introduction of a fortnightly payroll from November (with plans for a weekly payroll from April 16) were discussed.

The impact of organisational change and review of working patterns and additional duty / on-call payments on staff morale was noted and it was agreed that further consideration will be given to providing more mechanisms to deal with staff grievances, in the same way that the Trust has in place a variety of mechanisms for speaking out safely and raising concerns in relation to patient safety.

iv) Vanguard Programme

It was noted that the Trust's bid had not been successful but that work would continue in accordance with the cardiology strategy and the Trust's aims to be the network leader for cardiology services.

v) Stakeholder Plan

Further to the recent stakeholder research exercise, a draft plan for formalising a more systematic approach to engaging with stakeholders was considered. Divisional Teams were asked to provide feedback to enable the plan to be developed further before being presented to the Board of Directors in November 2016.

vi) LiA Improvements

The Operational Board received feedback on the key themes identified through the 'Big Conversations' and progress on the delivery of 10 key priority schemes that are underway including a number of 'quick wins'.

vii) Divisional Reports

The Chief Finance Officer provided an overview of the corporate financial position, highlighting the significant deficit at Month 5 and implications of failing to deliver the financial plan.

The Divisional teams presented comprehensive reports on access, quality, finance and activity, highlighting exceptions and action plans to mitigate risk. Divisions demonstrated a strong focus on financial management and are working on validating robust forecast outturn positions, ensuring a clear distinction between recurrent and non-recurrent CIPs, action planning and risk management.

Each Division's risk register was reviewed.

Work is underway to develop capacity, demand and activity modelling to inform the 2016/17 planning cycle.

Each Division provided an overview of their assessments of readiness for CQC inspection and actions underway to address areas requiring improvement.

viii) CQC Inspection Action Plan Update

The Operational Board received the corporate overview of readiness for inspection and plans for a mock inspection to take place at the end of October 2015. A RAG rated action plan incorporating a summary of improvement work in progress was noted.

ix) Quarterly Report on Research and Innovation

The Operational Board received the Research & Innovation Strategy along with a quarterly update from Jay Wright, Clinical Lead. A participative exercise to identify current and future innovations was undertaken and data / KPIs relating to the current year's plans are to be presented at the November meeting.

x) CIP Steering Group Report

The Operational Board noted the Trust-wide report on CIP delivery and a Divisional update on Quality Impact assessments.

xi) Learning from Allscripts Client Event

Jane Tomkinson feedback on key learning from the recent event held in the USA and Dr Johan Waktare delivered a presentation highlighting progress and risks associated with EPR adoption and optimisation programme.

xii) Anaesthesia Critical Care Action Plan

Dr Nigel Scawn outlined requirements of the national specification for critical care services, highlighting comparative benchmarking data and risks associated with the shortfalls in meeting these criteria.

xiii) Closing Report from Clinical Quality and Patient experience Committee

This report was noted.

xiv) Risk Management

The Corporate Risk Register was received.

3. Recommendation

The Board of Directors is asked to note the summary report of the meeting of the Operational Board held on 2nd October 2015.