

Item 10.1b Well Led Review, March 2017 - summary of the recommendations.

No	Section	Recommendation	Management Response	Timescale/Lead Officer
1	3.1.2	The Trust needs to formally complete the Divisional and other underpinning strategies to support the Trust's strategic plan.	In progress - BoD to review at Strategy Day in June 2017	End June 17 TW
2	3.1.2 and 3.4.2	<p>In defining what it means to be the "best for delivery of care and research" the Trust should identify measures (including a wider range of metrics relating to research) that will allow the Trust to determine whether or not it is on track. This should include the key milestones on the route to achieving this status.</p> <p>In designing metrics and information needs of the Board the Trust should ensure that they are aligned to all priority areas including research. The Board should consider rescheduling the planned Board session on Research and Innovation</p>	<p>A high level statement of the key milestone for 2017/18 has been set out for each of the 5 strategic objectives with detailed KPIs to track the delivery of these and 2017/18 operational targets incorporated within the Board dashboard</p> <p>Further metrics for research to be incorporated within BoD dashboard.</p> <p>The Board has incorporated innovation showcase sessions into subsequent Board meetings, to date incl Dr Rob Cooper 31.1.17 (3D hearts); Prof Rod Stables 28.2.17 (Stroke) and (tbc) the SALT Team.</p> <p>The Ops Board has participated in a development session (3.3.17) on innovation with clinical leads presenting case studies and also</p>	<p>Executive Team April 2017 - complete</p> <p>MJ, May 17</p> <p>Complete</p> <p>LL</p>

Appendix C.1 – Recommendations

			<p>innovations session with Lee Omar, CEO, Red Ninja which is being followed up at Divisional level. Feedback reported to BoD 28.3.17</p> <p>A Board Development session on innovations will be incorporated within the 2017/18 Board Development Plan</p>	Complete LL
3	3.1.3	Revisit the Terms of Reference for the RMCGC to recognise the work that goes on in other forums in relation to Divisional Risk Registers. This would allow time to focus on the identification, monitoring and management of risks in corporate areas. In addition to minutes the RMCG should also provide a BAF key issues report to the OB	<p>The RMCGC ToRs will be refined and the business cycle will be re-balanced to ensure improved focus on risk across the whole organisation. A mechanism for improved interactivity of risk management across the organisation will inform the business cycle.</p> <p>A summary report will be provided to Operational Board to demonstrate progress and highlight risks and actions being taken in response to areas within the wider remit of the RMCGG, including health & safety, business continuity etc</p>	<p>MJ, May 17</p> <p>MJ, May 17</p> <p>MJ – April 17 and ongoing</p>
4	3.2.2 and	The Trust should have a Board Development programme linked to development themes and outcomes from the skill mix assessment which will equip the Board	The Board has recognised the skill mix required for	

	3.2.4	with the skills for implementing systems wide transformational change at scale and pace. There may be opportunities for the Board to work with AQUA to explore ways of taking forward and embedding continuous learning and improvement across the Trust.	<p>future challenges and is actively seeking two new NEDs with skills to complement the existing team.</p> <p>The Board will continue to explore offerings from AQUA but its present offering is not sufficiently developed to meet the Board's needs. The Board has invited Joe Gibson, STP Portfolio Director to facilitate a development session in June 2017 around transformational change and collaborative working. A number of LHCH Board members are actively involved in and / or are leading on systems wide transformation work.</p> <p>The leadership development programme is being re-vamped and will ensure focus on developing capacity around service improvement methodology and delivery of reliable care across the Trust.</p>	JTw End May 2017
5	3.2.3	Part of the corporate objectives for 2017/18 is to "educate and develop our people" and this has been an area of focus in the Trust. The Trust will need to reflect on the staff survey results in the section on learning and development and ensure it	The appraisal cycle (May – September 2017) will be aligned to inform the	JTw May 2017 and

		continues its focus on this area to ensure that the aims of its Education and Development Plan are being achieved on a timely basis. This will require the divisions to be fully engaged and progress should be monitored by the OB.	annual planning process for 2018/19 to enable the resource and capacity requirements associated with staff development to be considered. Divisions will be engaged to deliver this with assurances provided to People Committee.	ongoing
6	3.2.3	Progress with pace the plans to develop, strengthen and embed business partners so they are able to support and advise the divisions in their strategic and operational decision making.	<p>Finance team re-structure in progress to facilitate an improved finance business partner function which ultimately report to the Divisional triumvirates and will in turn support the rollout of SLR.</p> <p>Business partner model (finance, informatics and workforce) to be developed in tandem with the accountability framework (Action 7 below)</p>	<p>CW July 2017</p> <p>Exec Team June 2017</p>
7	3.3.3 and 3.2.4	Improve the effective operation of the Divisional teams eg by communicating a formal accountability framework that clearly sets out the arrangements for devolved leadership and communicates the parameters by which performance will be assessed. Divisional leaders should have SMART objectives that reflect wider corporate responsibilities, values and behaviours as well as operational and professional related objectives eg the commitment to continuous improvement and learning at Board level needs to be extended to divisions and become part of the business as usual in the divisions.	Executive Team to work with Divisional Heads of Operations on the development of an Accountability Framework which will provide clearer definition for the roles and responsibilities of Business partners.	Exec Team End June 2017

			<p>Improve objective setting process for divisional leaders for 2017/18 – ensure SMART objectives and PDPs are consistent and comprehensive:</p> <ul style="list-style-type: none"> - AMDs - HoNs - DHoOs 	<p>RAP</p> <p>SP</p> <p>TW</p> <p>By end June 2017</p>
8	3.3.3	<p>Terms of Reference for the Divisional Governance and Performance Committees should be updated in line with the agreed accountabilities framework. All members should be aware of their responsibilities including the need to attend regularly. Meetings should be held so that business partners are able to attend</p>	<p>ToRs to be reviewed and updated</p> <p>Scheduling of meetings to be reviewed</p> <p>Attendees to be reminded of responsibilities</p>	<p>DHoOs/ AMDs with advice / support from LL</p> <p>End June 2017</p>
9	3.4.2	<p>The Trust needs to get the balance between avoiding duplication in meetings and ensuring there is evidence of where the robust scrutiny of performance has taken place eg at the Operational Board the reference could be made to discussions at the BTSG.</p>	<p>Exec Team to discuss his recommendation with Divisional Heads of Operations and ensure renewed focus on improving the quality of minutes to reflect the extent of challenge in relation to scrutiny of performance targets.</p>	<p>Exec Team / DHoOs</p> <p>May 17</p>