

Trust Board Paper Y

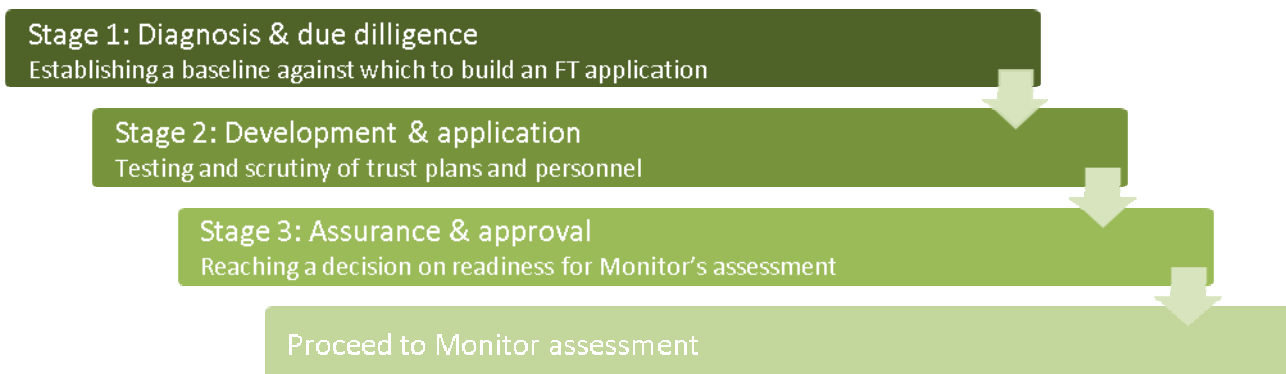
To:	Trust Board										
From:	John Adler, Chief Executive										
Date:	29 th August 2013										
CQC regulation:	N/A										
Title:	Update on UHL's FT application										
Author/Responsible Director: Helen Harrison, FT Programme Manager / John Adler, Chief Executive											
Purpose of the Report: This FT application update is intended to give an overview of where the Trust is in the Foundation Trust (FT) application process and provide assurance that the key products are being delivered on time.											
The Report is provided to the Board for:											
<table border="1"> <tr> <td>Decision</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Assurance</td> <td><input checked="" type="checkbox"/></td> </tr> </table>		Decision	<input type="checkbox"/>	Assurance	<input checked="" type="checkbox"/>	<table border="1"> <tr> <td>Discussion</td> <td><input checked="" type="checkbox"/></td> </tr> <tr> <td>Endorsement</td> <td><input type="checkbox"/></td> </tr> </table>		Discussion	<input checked="" type="checkbox"/>	Endorsement	<input type="checkbox"/>
Decision	<input type="checkbox"/>										
Assurance	<input checked="" type="checkbox"/>										
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Summary / Key Points:											
<ul style="list-style-type: none"> UHL's FT application timeline would see an authorisation date of 1st April 2015 In response to the issues raised at the 18th July 2013 Board development session, the QGF element of the FT application timeline was reviewed at the 23rd July 2013 FT Programme Board. The outcome of this review is reflected in the FT Progress Report for week ending 23rd August 2013 											
Recommendations:											
The Trust Board is:											
<ul style="list-style-type: none"> Invited to seek assurance from executive colleagues in relation to the progress reported in the FT Progress Report for week ending 23rd August 2013 											
Previously considered at another corporate UHL Committee? FT application updates received fortnightly by the FT Programme Board											
Strategic Risk Register: Yes		Performance KPIs year to date: N/A									
Resource Implications (eg Financial, HR): No											
Assurance Implications: Yes											
Patient and Public Involvement (PPI) Implications: No											
Stakeholder Engagement Implications: Yes											
Equality Impact: None											
Information exempt from Disclosure: None											
Requirement for further review? FT application updates to be presented to the Trust Board on a monthly basis											

University Hospitals of Leicester FT Progress Report: w/e 23rd August 2013

This progress report is intended to give an overview of where the Trust is in the Foundation Trust (FT) application process and provide assurance that the key products are being delivered on time.

The overarching FT timeline

In *Delivering High Quality Care for Patients: The Accountability Framework for NHS Trust Boards* the NHS Trust Development Authority (NTDA) set out three stages of development and assurance for FT applications:



UHL's FT timeline

Date	High level milestones
21 st Jan – 1 st Feb 2013	HDD1 review
21 st Jan – 31 st Mar 2013	Better Care Together (BCT) economic modelling
1 st Mar – 23 rd Dec 2013	Cost, prioritise and plan the implementation of the Strategic Direction
7 th Jan – 23 rd Dec 2013	Develop multi year CIP plans inc quality impact assessments, project plans etc
20 th Jan – 13 th Feb 2014	2 nd independent review of the Quality Governance Framework (QGF)
1 st Jan – 28 th Mar 2014	FT public consultation & UHL Strategic Direction consultation
10 th – 21 st Mar 2014	HDD2 review
20 th Jan – 13 th Mar 2014	2 nd independent review of the BGM
1 st Jun 2014	Submit final FT application documents to the NTDA
1 st Nov 2014 – 31 st Mar 2015	Monitor assessment (tbc – timescales subject to confirmation from the NTDA)
1st Apr 2015	Potential authorisation date

Programme summary

FT application timeline:

In response to the issues raised at the 18th Jul 2013 Board development session, the QGF element of the FT application timeline was reviewed at the 23rd Jul 2013 FT Programme Board. The outcome of this review is reflected in the timeline table above and in the quality work stream update within this report.

Update on Better Care Together :

An update on the Better Care Together (BCT) governance arrangements was presented at the Jul 2013 Trust Board meeting. The key issues reported were:

- Comms and Engagement Strategy to be developed ahead of the proposed public and staff communications events planned for autumn 2013
- Smaller core Programme Board and larger Expert Steering Group to be established
- BCT programme to be supported by 5 cross cutting specialist support groups including Patient and Public Involvement, Clinical Quality and Economic, Activity and Capacity Modelling. The latter to be chaired by UHL's Director of Finance and Business Services
- Collaboration and partnership will be central to robust solutions for the future. How this might be managed in legal terms is being considered further

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IBP/LTFM: Executive Lead - Andrew Seddon Work Stream Leads - Helen Seth, IBP
 - Simon Sheppard, LTFM

Progress update:

Sustainability:

- Definition of sustainability and methodology for the Market Assessment presented and discussed at the 18th Jul 2013 Board development session
- Market Assessment methodology and identification of the 'vital few' expected to make the biggest contribution to the sustainability of the organisation, to be subject to further detailed analysis, which in turn will inform the market strategy for those specialties

2013/14 Annual Operating Plan (AOP):

- Quarterly update on progress against the 2013/14 AOP to be presented at the Aug 2013 Trust Board

IBP/LTFM:

- Trust Board development session held on 18th Jul 2013 to:
 - Review and endorse refreshed SWOT/PESTLE and IBP Market Assessment methodology
 - Confirm & challenge the impact on the key enabling strategies
 - Present the methodology and approach to the development of 5 year CIPs
- Revised governance structure established to oversee the strategic planning process across the Trust (Strategic Planning Group reporting to FT Programme Board and ET)
- Multidisciplinary Business and Strategy Support Team (BSST) established

Key products (Stage 1 – Diagnosis & due diligence)	RAG (Deliverability)	Outstanding actions	Key milestones
Sustainability	5 (Complete)	<ul style="list-style-type: none"> • Submission of local transformation bids: 5th Jul 2013 	5th Jul 2013 Submit bids
	5 (Complete)	<ul style="list-style-type: none"> • Strategic revenue bid: 31st May 2013 <ul style="list-style-type: none"> ○ Submission of 2nd strategic transitional support case 	31st May 2013 Submit strategic revenue bid
	2 (Significant Delay)	<ul style="list-style-type: none"> • Reconfiguration Options Appraisal: 31st Oct 2013 <ul style="list-style-type: none"> ○ Delay in confirming / challenging planning assumptions between the McKinsey and Finnermore capacity models and bed forecast ○ Delay in agreeing the options to appraised ○ Impact on option appraisal milestone 	30th Aug 2013 31st Oct 2013 Completion of the Reconfiguration Options Appraisal
	2 (Significant Delay)	<ul style="list-style-type: none"> • Board development session to review progress against development of the Reconfiguration Strategic Outline Case (SOC): June and Oct 2013 • Reconfiguration SOC: 28th Feb 2014 	15th Dec 2013 28th Feb 2014 Completion of the Reconfiguration SOC
IBP/LTFM	4 (On Track)	<ul style="list-style-type: none"> • Guidance to support the development of 5 year CIPs: proposed and signed off at Jul 2013 TB development session • Parameters shared with divisions via the DFPM's. 1st cut years 1 and 2 to be considered at the CIP Delivery Board: end Sep 2013 • Final cut 5 year CIP plans to be integrated into IBP and LTFM: Dec 2013 • Board development sessions to review progress against the development of the IBP/LTFM: Jul, Sep, Oct, Dec 2013 and Jan 2014 • Submit IBP/LTFM for HDD2 review: 24th Feb 2014 • Board approve final IBP/LTFM: 26th Jun 2014 • Submit final FT application documents (inc IBP/LTFM) to NTDA: 1st Jul 2014 	1st Jul 2014 Submit FINAL FT application docs to the NTDA

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Key products (Stage 1 – Diagnosis & due diligence)	RAG (Deliverability)	Outstanding actions	Key milestones
Resolution of HDD1 recommendations	4 (On Track)	<ul style="list-style-type: none"> FT Programme Board review of full FT Integrated Development Plan: 6th Aug 2013 Action HDD1 recommendations: 21st Feb 2014 	21st Feb 2014 Submit IBP/LTFM for HDD2

RAG Status Key:	5	Complete	4	On Track	3	Some Delay – expected to be completed as planned	2	Significant Delay – unlikely to be completed as planned	1	Not yet commenced
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Workforce: Executive Lead - Kate Bradley Work Stream Lead - Emma Stevens

Progress update:

Workforce Plan:

- 2013-2018 Workforce Plan (dated Nov 2012) presented at the Dec 2012 Workforce and Organisational Development Committee and the Executive Team meeting on 18th Dec 2012
- 2013/14 workforce details submitted to NTDA as Annex E of the 2013/14 AOP
- Workforce details for 2013/14 reconciled against CIP Plans, commissioner activity plans and other key changes (e.g. QIPP Plans) and diagrammatically represented in a bridge analysis in the 2013/14 AOP
- 2013/14 Workforce Plan update presented at the Jun 2013 Finance & Performance Committee meeting

Organisational Development Plan:

- Organisational Development (OD) Plan first presented at the 29th Nov 2012 Trust Board meeting and approved at 28th Feb 2013 Trust Board meeting
- OD Plan/Workforce Plan update presented at the Jun 2013 Trust Board meeting, setting out Q1 progress against priorities, key actions for Q2, analysis against key HR performance measures, the workforce profile and pay bill and Key steps undertaken to improve efficiency and effectiveness of HR delivery

Key products (Stage 1 – Diagnosis & due diligence)	RAG (deliverability)	Outstanding actions	Key milestones
Workforce Plan	4 (On Track)	<ul style="list-style-type: none"> Combined OD Plan / workforce update presented quarterly to the Board: quarterly Submit final FT application documents (inc Workforce Plan) to NTDA: 1st Jul 2014 	1st Jul 2014 Submit final FT application docs to NTDA Quarterly Trust Board review progress against Workforce Plan
Organisational Development (OD) Plan	4 (On Track)	<ul style="list-style-type: none"> Combined OD Plan / Workforce Plan update presented quarterly to the Board: quarterly 	Quarterly Trust Board review progress against OD plan

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Governance: Executive and Work Stream Lead – Stephen Ward

Progress update:

Board Governance Memorandum (BGM)/ Board Governance Assurance Framework (BGAF):

- Final report from the Capsticks / Good Governance Institute Alliance (GGIA) independent review of the Trust's self assessment against the BGM/ BGAF received end Jun 2013
- Board development session held on 15th Aug 2013 to review the recommendations and agree the associated actions

FT Integrated Development Plan:

- Recommendations from the Capsticks / GGIA interim report (currently reflected in the Integrated Development Plan) superseded
- FT Integrated Development Plan updated following the outcome of the 15th Aug 2013 Board development session

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Key products (Stage 1 – Diagnosis & due diligence)	RAG (deliverability)	Outstanding actions	Key milestones
Resolution of Capsticks/GGIA recommendations	4 (On Track)	<ul style="list-style-type: none"> Board development session to review Capsticks/GGIA recommendations and agree action plan - 15th Aug 2013 	<p>15th Aug 2013 Agree BGM/BGAF action plan</p>
2 nd self assessment against the BGM/BGAF	4 (On Track)	<ul style="list-style-type: none"> Board development session to review progress against the BGM/BGAF action plan: Jun & Aug 2013 Complete 2nd BGM/BGAF self assessment: Oct - Nov 2013 Board development session to approve the 2nd BGM/NBGAF self assessment: Nov 2013 Board approve 2nd BGM/BGAF self assessment: 19th Dec 2013 	<p>30th Nov 2013 Complete 2nd BGM/BGAF self assessment</p> <p>19th Dec 2013 Board approve 2nd BGM/BGAF self assessment</p>
2 nd independent review of the self assessment against the BGM/BGAF	4 (On Track)	<ul style="list-style-type: none"> 2nd independent review of the self assessment against the BGM/BGAF: Jan - Mar 2014 Board confirm & challenge 2nd independent review of the self assessment against the BGM: 27th Mar 2014 Board approve independent review of the self assessment against the BGM/BGAF: 24th Apr 2014 	<p>24th Apr 2014 Board approve 2nd independent review of the Trust's BGM/BGAF self assessment</p>

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Quality: Executive Lead – Kevin Harris

Work Stream Lead - Sharron Hotson

Progress update:

Quality Commitment:

- Quality Commitment approved in Dec 2012
- Quarterly updates received by the Quality Assurance Committee from Jan 2013 onwards
- Quality Action Groups established, comprising frontline clinical, operational, managerial support staff and the Trust Board
- Trust Board presentations on seven focus areas in Mar and Apr 2013
- Action plans for delivery against the seven 2013 priority focus areas developed
- June 2013 Chief Executive Special Briefing on the Quality Commitment
- Quality Commitment comms plan developed
- Quality Commitment a key improvement priority in the 2013/14 AOP
- Dashboard aligned to the Quality Commitment to be included in the Q&P Report from Jul 2013 onwards
- Quality Commitment feature to be included in Together magazine
- Full Quality Commitment to be published in electronic format
- Quality Commitment briefing to go out with staff payslips and video to be produced

Quality Governance Framework (QGF):

- Final report from the RSM Tenon independent review of the Trust's self assessment against the QGF received 31st Jan 2013
- QGF Trust Board development sessions held on 24th Jun 2013 and 18th Jul 2013
- QGF element of the FT application timeline reviewed at the 23rd Jul 2013 FT Programme Board in response to the issues raised at the 18th Jul 2013 Board development session
- Outcome of this review is reflected in the overall FT application timeline
- Detailed project plan to reflect the revised QGF timeline under development

SHA Quality Review:

- SHA led quality review undertaken on 4th & 5th Feb 2013, recommendations received on 2nd Apr 2013 shared with the Board

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FT Integrated Development Plan:

- Actions to address the final RSM Tenon and SHA quality review recommendations captured in the FT Integrated Development Plan were:
 - reviewed at 30th Apr 2013 FT Programme Board and 18th Jul 2013 Board development session
 - received at the 21st May 2013 Quality Assurance Committee

Key products (Stage 1 – Diagnosis & due diligence)	RAG (deliverability)	Outstanding actions	Key milestones
Resolution of RSM Tenon / SHA quality review recommendations	4 (On Track)	<ul style="list-style-type: none"> • Action RSM Tenon / SHA quality review recommendations 	31st Aug 2013 31st Nov 2013 Complete 2 nd QGF self assessment
2 nd self assessment against the QGF	4 (On Track)	<ul style="list-style-type: none"> • Board development session to review progress against the QGF action plan: Jun and Jul 2013 Jun and Nov 2013 • Complete 2nd self assessment: Jun – Jul 2013 Oct – Nov 2013 • Board development session to approve the 2nd QGF self assessment: 29th Aug 2013 21st Nov 2013 • Board approve 2nd QGF self assessment: 26th Sep 2013 19th Dec 2013 	26th Sep 2013 19th Dec 2013 Board approve 2 nd QGF self assessment
2 nd independent review of the self assessment against the QGF	4 (On Track)	<ul style="list-style-type: none"> • 2nd independent review of the self assessment against the QGF: Oct – Dec 2013 Jan – Mar 2014 • Board confirm & challenge 2nd independent review of the QGF self assessment: Nov 2013 13th Mar 2014 • Board approve independent review of the self assessment against the QGF: 19th Dec 2013 27th Mar 2014 	19th Dec 2013 27th Mar 2014 Board approve 2 nd independent review of the Trust's QGF self assessment

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Comms, engagement and membership: Executive Lead - Mark Wightman
 Work Stream Lead: Karl Mayes & Tiffany Jones

Progress update:

- The FT Comms and Engagement Strategy, draft Public Consultation Document and Stakeholder Engagement Strategy were presented at the Jan 2013 Trust Board meeting

Key products (Stage 1 – Diagnosis & due diligence)	RAG (deliverability)	Outstanding actions	Key milestones
Member and Governor development Strategy	4 (On Track)	<ul style="list-style-type: none"> • Board approve updated Member and Governor Development Strategy: tbc 	tbc
FT Comms and Engagement Strategy	4 (On Track)	<ul style="list-style-type: none"> • Board review updated FT Comms and Engagement Strategy: 31st Oct 2013 	Jan - Mar 2014 FT public consultation
Public consultation	4 (On Track)	<ul style="list-style-type: none"> • Board review updated draft public consultation document: 31st Oct 2013 • Public consultation: Jan - Mar 2014 	Jan - Mar 2014 FT public consultation
Strategic Direction consultation	4 (On Track)	<ul style="list-style-type: none"> • Board review draft Strategic Direction consultation document: 31st Oct 2013 • Strategic Direction consultation: Jan - Mar 2014 	Jan - Mar 2014 Strategic Direction consultation

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Horizon scanning



Foundation trust [under investigation](#) because of repeated breaches of A&E target

Merger of London hospital trusts [cleared](#) on competition grounds

[Merger](#) of Royal Free London NHS Foundation Trust with Barnet and Chase Farm Hospitals NHS Trust

Monitor [investigates](#) cancer surgery commissioning in Greater Manchester

Your statutory duties: [A reference guide](#) for NHS foundation trust governors

Monitor [defers foundation trust applications](#)

[Call for evidence](#) on general practice services sector in England

Monitor [secures recovery plan](#) at Heatherwood and Wexham Park
