

To:	Trust Board										
From:	John Adler, Chief Executive										
Date:	29 May 2014										
CQC regulation:	As applicable										
Title:	Delivering Care at its Best update										
Author/Responsible Director: John Adler, Chief Executive / Kate Shields, Director of Strategy											
Purpose of the Report: To provide members of the Trust Board with an update on Delivering Care at its Best.											
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"/>										
Discussion	<input checked="" type="checkbox"/>										
Endorsement	<input type="checkbox"/>										
Summary / Key Points:											
This paper provides members of the Board with an update on the programmes of work required to deliver Caring at its Best.											
Recommendations:											
The Trust Board is asked to seek assurance from the contents of this paper.											
Previously considered at another corporate UHL Committee?											
UHL Executive Team meeting - 15 th April 2014 UHL Trust Board meeting - 24 th April 2014											
Board Assurance Framework: N/A		Performance KPIs year to date: N/A									
Resource Implications (eg Financial, HR): Yes											
Assurance Implications: Yes											
Patient and Public Involvement (PPI) Implications: Yes											
Stakeholder Engagement Implications: Yes											
Equality Impact: N/A											
Information exempt from Disclosure: No											
Requirement for further review? Yes											

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REPORT TO: Trust Board
DATE: 29th May 2014
REPORT FROM: John Adler, Chief Executive
SUBJECT: Delivering Caring at its Best update

1) Background

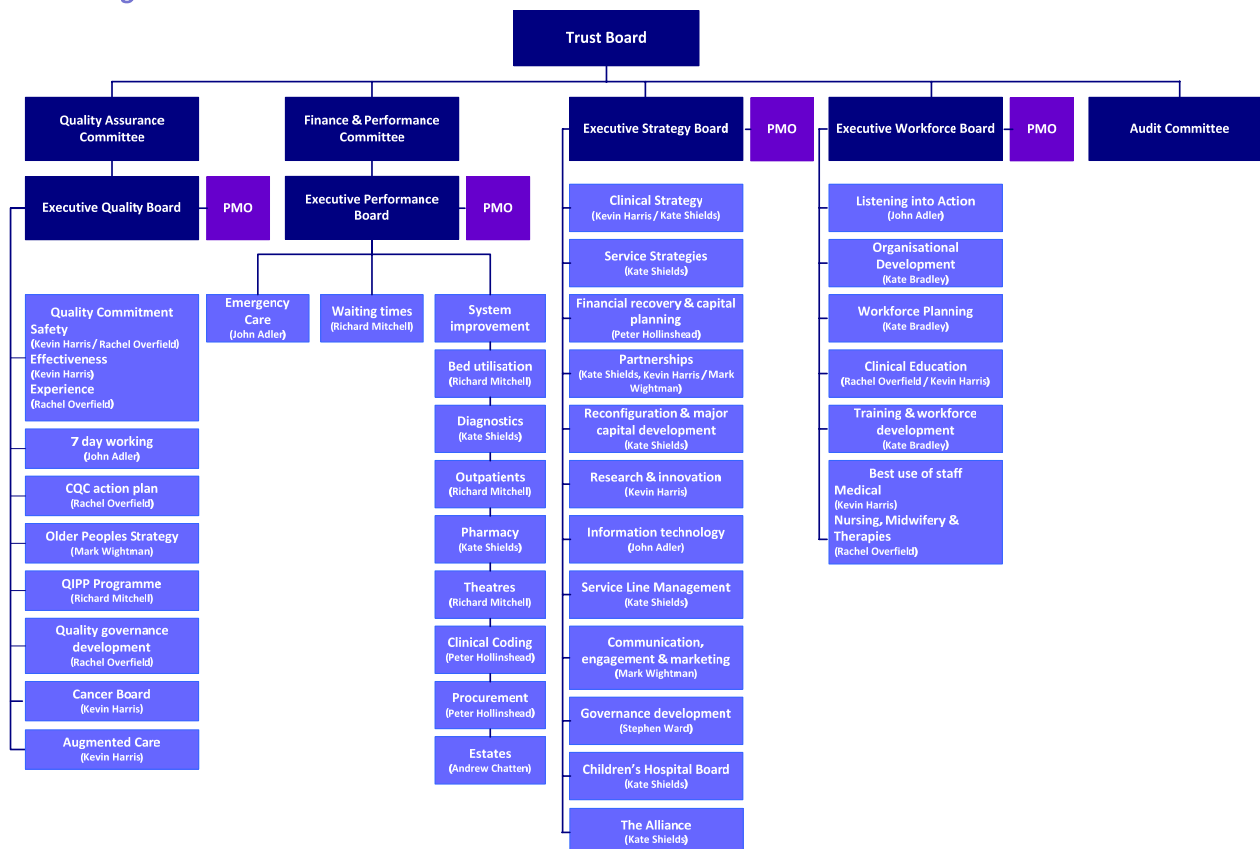
This paper provides members of the Board with an update on the programmes of work required to deliver Caring at its Best.

2) Content and governance structure

There have been a number of minor amendments to the Delivering Caring at its Best governance structure, first presented to the Trust Board in April 2014. These include the addition of Augmented Care under the Executive Quality Board and the renaming of the Children’s Board to the Children’s Hospital Board.

The diagram below shows the Delivering Caring at its Best programmes of work and the Executive Director accountability.

Delivering Caring at its Best Content & governance structure



3) Principles and approach

The Executive lead for each Executive Board, (the Executive Quality Board, Executive Performance Board, Executive Strategy Board and Executive Workforce Board) is responsible for

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ensuring the appropriate level of rigour and standardisation in terms of Delivering the Caring at its Best delivery work streams.

The Executive and operational lead for each Delivering Caring at its Best programme of work have been asked to complete a standardised Project Initiation Document (PID) setting out their work programmes:

- Objectives
- Scope
- Deliverables
- Risks and issues
- Milestones
- Key Performance Indicators (KPIs)
- Quality Impact Assessment

Completed PIDs are in the process of being reviewed by the relevant Executive Board and once approved will be supplemented by:

- Regular highlight reports from each Executive and operational lead

and

- A delivery dashboard (populated by each Executive Board Programme Management Office (PMO), providing oversight of the key processes and KPIs in relation to the Delivering Caring at its Best programmes of work.

As an example, the reporting timetable for the Executive Strategy Board is set out overleaf along with a draft delivery dashboard for the Strategy Delivering Caring at its Best work programmes. At this stage in the development of the governance of the Delivering Caring at its Best programme, dashboards will focus on tracking the development of Project Initiation Documents and programme key milestones. IN the medium to long term, dashboards will capture KPIs and quality outcomes.

Once each Executive Board delivery dashboard has been populated, an overarching Delivering Caring at its Best delivery dashboard will be populated and maintained by the Trust's Administration service.

Once populated, the overarching Delivering Caring at its Best delivery dashboard will presented at a future Trust Board meeting.

Delivering Caring at its Best – Strategy Project Management Office Reporting Timetable as at 14th May 2014

		This month	May 2014	June 2014	July 2014	August 2014	September 2014	October 2014	November 2014	December 2014	January 2015	February 2015
Trust Board		TB Meeting (29 th May 2014)	Extra TB Meeting (16 th Jun 2014)	TB Meeting (31 st Jul 2014)	TB Meeting (28 th Aug 2014)	TB Meeting (25 th Sep 2014)	TB Meeting (30 th Oct 2014)	TB Meeting (27 th Nov 2014)	TB Meeting (18 th Dec 2014)	TB Meeting (29 th Jan 2015)	TB Meeting (26 th Feb 2015)	
			TB Meeting (26 th Jun 2014)									
Trust Board Development		TB Development Session: Foresight Partnership (15 th May 2014)	TB Development Session (12 th Jun 2014)	TB Development Session (17 th Jul 2014)	TB Development Session (14 th Aug 2014)	TB Development Session (18 th Sep 2014)	TB Development Session (16 th Oct 2014)	TB Development Session (13 th Nov 2014)	TB Development Session (11 th Dec 2014)	TB Development Session (Jan 2015 tbc)	TB Development Session (Feb 2015 tbc)	
Executive Strategy Board		ESB (6 th May 2014)	EWB (section of meeting to be dedicated to reviewing outstanding strategy PIDS) (3 rd Jun 2014)	ESB: Highlight reports for all strategy programmes Dashboard (process) (1 st Jul 2014)	ESB: Dashboard (process) Dashboard (content) Programme Plan (5 th Aug 2014)	EWB (2 nd Sep 2014)	ESB: Dashboard (content) (7 th Oct 2014)	ESB: Dashboard (content) (4 th Nov 2014)	EWB (2 nd Dec 2014)	ESB: Dashboard (content) (6 th Jan 2015)	ESB: Dashboard (content) (3 rd Feb 2015)	
		ESB papers to PMO (27 th May 2014)	ESB papers to PMO (23 rd Jun 2014)	ESB papers to PMO (28 th Jul 2014)		ESB papers to PMO (29 th Sep 2014)	ESB papers to PMO (27 th Oct 2014)		ESB papers to PMO (29 th Dec 2014)	ESB papers to PMO (26 th Jan 2015)	ESB papers to PMO (23 rd Feb 2015)	
Strategy Senior Management Team meeting (monthly review of DC@IB initiatives)		SMT review all DC@IB initiatives (19 th May 2014)	SMT review all DC@IB initiatives (16 th Jun 2014)	SMT review all DC@IB initiatives (21 st Jul 2014)	SMT review all DC@IB initiatives (18 th Aug 2014)	SMT review all DC@IB initiatives (22 nd Sep 2014)	SMT review all DC@IB initiatives (20 th Oct 2014)	SMT review all DC@IB initiatives (17 th Nov 2014)	SMT review all DC@IB initiatives (22 nd Dec 2014)	SMT review all DC@IB initiatives (19 th Jan 2015)	SMT review all DC@IB initiatives (16 th Feb 2015)	
		Review ESB action log (12 th May 2014)	Review ESB action log (9 th Jun 2014)	Review ESB action log (7 th Jul 2014)	Review ESB action log (11 th Aug 2014)	Review ESB action log (8 th Sep 2014)	Review ESB action log (13 th Oct 2014)	Review ESB action log (10 th Nov 2014)	Review ESB action log (8 th Dec 2014)	Review ESB action log (12 th Jan 2015)	Review ESB action log (9 th Feb 2015)	
CMG workshops				(9 th Jul 2014)	(13 th Aug 2014)	(10 th Sep 2014)	(8 th Oct 2014)	(12 th Nov 2014)	(10 th Dec 2014)			
Clinical Strategy (Kevin Harris / Kate Shields)		V7 approved (inc W&Cs changes) at ESB		Highlight Report to be reviewed at ESB								
Service Strategies (Kate Shields)		Draft PID reviewed at ESB		Highlight Report to be reviewed at ESB								
Financial recovery & capital planning (Peter Hollinshead)			Draft PID to be reviewed at ESB	Highlight Report to be reviewed at ESB								
Partnerships	Local (??)			Highlight Report to be reviewed at ESB								
	Regional / national (??)	TB paper reviewed at ESB		Highlight Report to be reviewed at ESB								
	Academic / commercial (Nigel Brunskill)			Highlight Report to be reviewed at ESB								
Reconfiguration & major capital development (Kate Shields)		Draft PID reviewed at ESB		Highlight Report to be reviewed at ESB								
Research & innovation (Kevin Harris)			Draft PID to be reviewed at ESB	Highlight Report to be reviewed at ESB								
Information technology (John Adler)			Draft PID to be reviewed at ESB	Highlight Report to be reviewed at ESB								
Service Line Management (Kate Shields)		Draft PID reviewed at ESB		Highlight Report to be reviewed at ESB								
Comms, engagement & marketing (Mark Wightman)			Draft PID to be reviewed at ESB	Highlight Report to be reviewed at ESB								
Governance development (Stephen Ward)		Draft PID reviewed at ESB		Highlight Report to be reviewed at ESB								
Children's Hospital Board (Kate Shields)		Draft PID reviewed at ESB		Highlight Report to be reviewed at ESB								
The Alliance (Kate Shields)			Draft PID to be reviewed at ESB	Highlight Report to be reviewed at ESB								

Delivering Caring at its Best - Strategy Delivery Dashboard (as at 20th May 2014)

Process

Programme	Executive Lead	Operational Lead	PID completed ?	PID reviewed at ESB?	Next reporting date		
					PID	Highlight Report	Matters Arising
Clinical Strategy	Kevin Harris / Kate Shields	Helen Seth	N/A	06/05/2013		1/7/2014 ESB	
Service Strategies	Kate Shields	Helen Seth	Y	06/05/2014		1/7/2014 ESB	
Financial Recovery & capital planning	Peter Hollinshead	Paul Gowdridge	Y	N	03/06/2014 ESB	1/7/2014 ESB	
Partnerships- wider engagement	Mark Wightman	Mark Wightman	N	N		1/7/2014 ESB	
Partnerships - regional	Kate Shields	Kate Shields	N	N		1/7/2014 ESB	
Partnerships - academic / commercial partnerships	Kevin Harris	Nigel Brunskill	N	N	03/06/2014 ESB	1/7/2014 ESB	
Reconfiguraiton & major capital	Kate Shields	Richard Kinnersley	Y	Y	03/06/2014 ESB	1/7/2014 ESB	
Research & innovaiton	Kevin Harris	Nigel Brunskill	N	N	03/06/2014 ESB	1/7/2014 ESB	
Information Technology	John Adler	John Clarke	N	N	03/06/2014 ESB	1/7/2014 ESB	
Service Line Management	Kate Shields	Helen Harrison	Y	06/05/2014		1/7/2014 ESB	03/06/2014 ESB: Stocktake against SLM domains
Comms, engagement & Governance Development	Mark Wightman	Mark Wightman	N	N	03/06/2014 ESB	1/7/2014 ESB	
Governance Development	Stephen Ward	Stephen Ward	Y	06/05/2014		1/7/2014 ESB	
Children's Hospital Board	Kate Shields	Alison Poole	Y	06/05/2014		1/7/2014 ESB	
The Alliance	Kate Shields	Debra Mitchell	N	N	03/06/2014 ESB	1/7/2014 ESB	

Priorities for 2014/15

	Milestones									
	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15
Development of a 5 year LLR system plan		Submit LLR 5 year plan to NTDA (20th Jun 2014)								
Development of the UHL 5 year plan		Submit IBP / LTFM to NTDA (20th Jun 2014)			Submit Development Support Plans to NTDA (30th Sep 2014)					
Priority capital schemes: Emergency Floor and Vascular move to GH		Vascular OBC to ESB (3rd Jun 2014)	NTDA sign off Emergency Floor OBC (Jul 2014)				Emergency Floor FBC to TB (end Nov 2014)	Emergency Floor FBC to NTDA (early Dec 2014)		NTDA approve Emergency Floor FBC (Feb 2015)
		Vascular OBC to TB (26th Jun 2014)	Vascular OBC to NTDA (w/c 7th Jul 2014)							
Strategy for children's services		OBC for PIC/NIC Transport (30th Jun 2014)	ToR & mentoring strategy for Children's Forum (1st Jul 2014)		Recruit celebrity patron (1st Sep 2014)					
			OBC for EMCHC (25th Jul 2014)		Children's prospectus (1st Sep 2014)					
Procurement of an Electronic Patient Record system		EPR supplier selection Jun 2014)			NTDA approval (Sep 2014)					
					Contract award (Sep 2014)					
Implementation of the CRUK Centre and more patients in clinical trials	Project Initiation Document under development - to be presented at the June 2014 ESB									
New partnerships (incl. Alliance and across East Midlands)	Project Initiation Document under development - to be presented at the June 2014 ESB									

RAG Status Key:

Complete

On Track

Some Delay – expected to be completed as planned

Significant Delay – unlikely to be completed as planned

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4) Recommendations

The Trust Board is asked to seek assurance from this paper