

Trust Board Paper X

To:	Trust Board										
From:	John Adler, Chief Executive										
Date:	27 th June 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"/>
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Summary / Key Points:											
<ul style="list-style-type: none"> UHL's FT timeline is set out in the Trust 2013/14 Annual Operating Plan The timeline would see an authorisation date of 1st April 2015 This timeline pre-dates the approval model set out in guidance issued by the NHS Trust Development Authority (NTDA) in the form of 'Delivering High Quality Care for Patients - The Accountability Framework for NHS Trust Boards A further review of the timeline is required to ensure alignment with the NTDA approvals model, the LLR Better Care Together Programme and the Trust's reconfiguration and improvement and innovation framework prior to final agreement of the Trust's FT application timeline with the NTDA 											
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 21st June 2013 Note that a further review of the timeline is required to ensure alignment with the NTDA approvals model, the LLR Better Care Together Programme and the Trust's reconfiguration and improvement and innovation framework is to be undertaken prior to final agreement of the Trust's FT application timeline with the NTDA 											
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

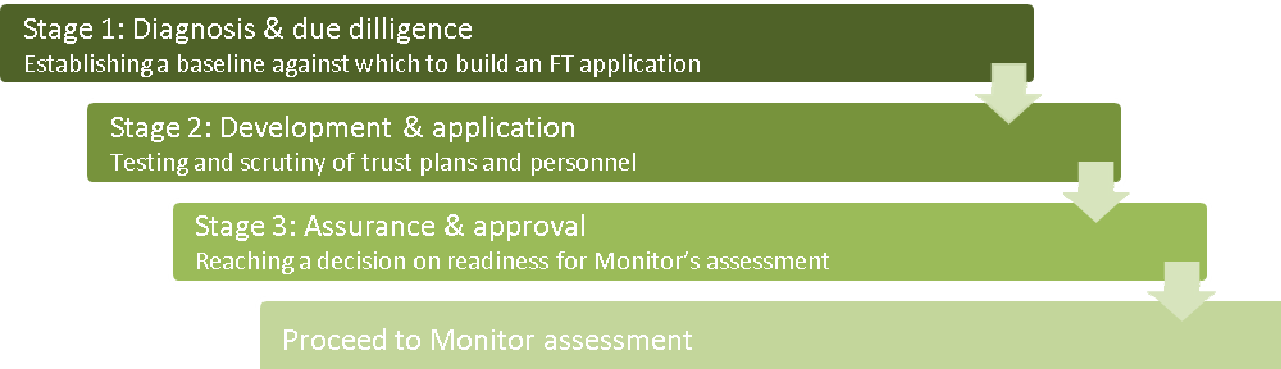
Requirement for further review? FT application updates to be presented to the Trust Board on a monthly basis

University Hospitals of Leicester FT Progress Report: w/e 21st June 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 – as set out in the Trust's 2013/14 Annual Operating plan

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
5 th Aug – 28 th Oct 2013	BCT public consultation
21 st Oct – 12 th Dec 2013	2 nd independent review of the QGF
10 th Jan – 28 th Mar 2014	FT public consultation & UHL Strategic Direction consultation
10 th – 21 st Mar 2014	HDD2 review
27 th Jan – 20 th Mar 2014	2 nd independent review of the BGM
1 st Jul 2014	Submit final FT application documents to the NTDA
1 st Dec 2014 – 31 st Mar 2015	Monitor assessment (tbc – timescales subject to confirmation from the NTDA)
1st Apr 2015	Potential authorisation date

Programme summary

Update on Better Care Together:

The LLR wide economic modelling commissioned by the Better Care Together (BCT) Programme to assess the affordability of the LLR health economy over the next five years has been completed. The report, produced by McKinsey & Company was received by partner organisations week commencing 8th Apr 2013. Economic modelling has been incorporated into the Trust Reconfiguration Strategic Outline Case (SOC) structure and process. Next steps in the development of the SOC include an update Board development session in June and option appraisal in Oct 2013. It is anticipated that the SOC will be finalised in Feb 2014. Governance arrangements to maintain control of the overall LLR BCT Economic Model were agreed by the BCT Programme Board on 18th Apr 2013. The BCT collaborative work streams have been agreed as follows:

1. Urgent Care – Simon Freeman	2. Planned Care - Dave Briggs
3. Long Term Conditions – Toby Sanders	4. Provider Efficiency

Communication and engagement plans are to be developed for the collaborative delivery programmes through Jun / Jul 2013. Consultation timescales are to be agreed. The scope of the delivery programmes have been defined and an interim Programme Director has been appointed. A fixed term 2 year Programme Director post has been advertised.

Strategic Transitional Support:

UHL's Annual Operating Plan sets out how we will deliver key operational and financial targets for 2013/14, but it does not deal with the recognised need for clinical and financial sustainability, the key drivers for which being:

- A configuration of acute services that has evolved in an incremental, fragmented manner and is no longer fit for purpose
- An underlying deficit, in part driven by the above
- Pressures on emergency care flows, that exacerbate and contribute to the deficit
- Protection of elective pathways from the capacity implications of an overheated emergency care process

In order to address the operational imperatives, to progress work on key strategic reconfiguration projects and to provide interim support in delivering our most demanding operational targets, UHL has initiated discussions with the TDA to secure transitional financial support.

The Trust Executive continue to work with commissioning organisations, and in particular with the Leicestershire and Lincoln Area Team, to that end. Of particular urgency is the development of a strategic business case for an expanded Emergency Department. In addition, we are submitting bids to local commissioners to be funded through the 2% non recurrent transformational fund held by commissioners to support and pump prime local improvement initiatives and improvement schemes, in line with the four programmes outlined above.

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

Progress update:

Sustainability:

- 2013/14 transformation bids reviewed at 4th June 2013 Executive Strategy Board (ESB)
- Prioritised schemes to be presented at 2nd July ESB
- Letter dated 9th May 2013 sent to the NTDA / Local Area Team (LAT) setting out the case for £15m of revenue support in 2013/14
- Paper submitted to the NTDA / LAT late May 2013 setting out:
 - A schematic view of the different work streams and dependencies
 - High level costs (capital and associated revenue) associated with priority reconfiguration plans
 - A draft timeline for business case development

IBP/LTFM:

- 2013/14 Annual Operating Plan (AOP) submitted to the NTDA on 5th Apr 2013
- UHL / NTDA AOP review meeting held 15th Apr 2013.
- Further update to the AOP submitted to the NTDA on 30th Apr 2013
- Proposal for the development of the next iteration of the IBP/LTFM presented to the FT Programme Board on 30th Apr 2013

FT Integrated Development Plan:

- Final HDD1 report received 18th Apr 2013
- Actions to address the HDD1 recommendations to be included in the FT Integrated Development Plan

Key products (Stage 2 – Development & application)	RAG (Deliverability)	Outstanding actions	Key milestones
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Key products (Stage 2 – Development & application)	RAG (Deliverability)	Outstanding actions	Key milestones
Sustainability	Amber (Some delay but expect to be completed as agreed by ESB on 4 th Jun 2013)	<ul style="list-style-type: none"> Local transformation bids: mid Jul <ul style="list-style-type: none"> 1st cut bids considered by ESB 4th Jun 2013 Commissioners to be advised of likely value of future submission Further work required on prioritised schemes and obvious gaps in expected schemes to be addressed Exec Strategy Board to review again on 2nd Jul 2013 prior to presentation to commissioners by mid Jul 	2nd Jul 2013 Prioritised bids to be reviewed at the 2 nd Jul 2013 ESB
	Green (on plan)	<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 Submission of the strategic revenue bid
	Green (on plan)	<ul style="list-style-type: none"> Reconfiguration Options Appraisal: 31st Oct 2013 <ul style="list-style-type: none"> Some unavoidable delay in confirming / challenging the planning assumptions between the McKinsey and Fynamore capacity models, refresh to 2012/13 outturn and confirmation on previous scenarios agreed). Delay will be recovered and not impact on the option appraisal milestone 	30th Aug 2013 31st Oct 2013 Completion of the Reconfiguration Options Appraisal
	Green (on plan)	<ul style="list-style-type: none"> Board development sessions to review progress against the development of the Reconfiguration Strategic Outline Case (SOC): * June and Aug 2013 Completion of the Reconfiguration SOC (aligned to internal finalisation of the IBP/LTFM): 28th Feb 2013 	15th Dec 2013 28th Feb 2013
IBP/LTFM	Green (on plan)	<ul style="list-style-type: none"> 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
Resolution of HDD1 recommendations	Green (on plan)	<ul style="list-style-type: none"> Identify Exec leads for HDD1 recommendations: 11th June 2013 Agree due dates for HDD1 recommendations: 25th June 2013 Action HDD1 recommendations: 21st Feb 2014 	21st Feb 2014 Submit IBP/LTFM for HDD2

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

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

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Key products (Stage 2 – Development & application)	RAG (deliverability)	Outstanding actions	Key milestones
Workforce Plan	Green (on plan)	<ul style="list-style-type: none"> Submit quarterly detailed workforce reports to the Board Submit final FT application documents (inc Workforce Plan) to NTDA: 1st Jul 2014 	1st Jul 2014 Submit final FT application doc to the NTDA
Organisational Development (OD) Plan	Green (on plan)	<ul style="list-style-type: none"> Quarterly updates against the OD Plan to be presented to the Board: quarterly 	Quarterly Trust Board review progress against OD plan

Governance: Executive and Work Stream Lead – Stephen Ward

Progress update:

Board Governance Memorandum (BGM):

- Self assessment against the BGM presented at 29th Nov 2012 Trust Board meeting for approval
- Capsticks / Good Governance Institute Alliance (GGIA) independent review of the Trust's self assessment against the BGM commenced Nov 2012
- Initial action plan developed, consolidating the actions arising from:
 - The self-assessment against the BGM
 - The independent evaluation of Board effectiveness and Director capability conducted by Deloitte
 - A draft Board Development Plan, the interim version of which (prepared by Deloitte) was received by the Trust Board on 20th Dec 2012
 - Capsticks / GGIA interim report from their independent review of the Trust's self assessment against the BGM (as presented at 31st Jan 2013 Trust Board meeting)
- Final report from Capsticks / GGIA expected still awaited. Report to identify areas for development ahead of a further self assessment against the BGM later on in the year
- Final report from Capsticks / the GGIA to inform a revised set of recommendations / actions

FT Integrated Development Plan:

- Existing recommendations from the Capsticks / GGIA interim report (currently reflected in the Integrated Development Plan) likely to be superseded
- FT Integrated Development Plan recommendations / actions in relation to the BGM to be updated once the final Capsticks / GGIA report is received
- Board Development Programme approved at the May 2013 Trust Board meeting
- Board effectiveness action plan to be presented at a Board Development session in Jul 2013

Key products (Stage 2 – Development & application)	RAG (deliverability)	Outstanding actions	Key milestones
Resolution of Capsticks / GGIA recommendations	Green (on plan)	<ul style="list-style-type: none"> Action Capsticks / GGIA recommendations 	30th Nov 2013 Complete 2 nd self assessment against the BGM
2 nd self assessment against the BGM	Green (on plan)	<ul style="list-style-type: none"> Board development session to review progress against the BGM action plan: Jun 2013 Complete 2nd self assessment against the BGM: Oct - Nov 2013 Board development session to approve the 2nd self assessment against the BGM: *Nov 2013 Board approve 2nd self assessment against the BGM: 19th Dec 2013 	19th Dec 2013 Board approve 2 nd self assessment against the BGM
2 nd independent review of the self assessment against the BGM	Green (on plan)	<ul style="list-style-type: none"> 2nd independent review of the self assessment against the BGM: 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 	24th Apr 2014 Board approve 2 nd independent review of the Trust's self assessment against the BGM

University Hospitals of Leicester
FT Progress Report: w/e 21st June 2013

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 31st Jan 2013 Trust Board meeting

Key products (Stage 2 – Development & application)	RAG (deliverability)	Outstanding actions	Key milestones
Member and Governor development Strategy	Green (on plan)	<ul style="list-style-type: none"> • Board approve updated Member and Governor development Strategy: tbc 	tbc
FT Comms and Engagement Strategy	Green (on plan)	<ul style="list-style-type: none"> • Board review updated FT Comms and Engagement Strategy: 31st Oct 2013 	Jan - Mar 2014 Undertake FT public consultation
Public consultation	Green (on plan)	<ul style="list-style-type: none"> • Board review updated draft public consultation document: 31st Oct 2013 • Public consultation: Jan - Mar 2014 	Jan - Mar 2014 Undertake FT public consultation
Strategic Direction consultation	Green (on plan)	<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 Undertake Strategic Direction consultation

Horizon scanning



NHS foundation trusts: [review of 2012/13 performance](#)

[Independent report](#) finds Peterborough and Stamford NHS Foundation Trust is clinically sound but financially unsustainable

Monitor [announces investigation](#) into four NHS foundation trusts

Monitor and NHS England [seek views](#) on first National Tariff for NHS services



Networked: [14 Jun 2013](#)

FTN event: [Journey to FT – Communications](#), 17th Jul 2013, London



Sir David Nicholson [announces major review of NHS strategy](#)