

**'You matter, we care'**

Trust Board Meeting (Part 1)	29 <sup>th</sup> January 2014
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Title:	Report of the Foundation Trust Steering Group
Item:	BD/13/309

Executive Director lead and presenter	Tony Gallagher – Trust Chair Emma Roberts – Director for Corporate Affairs, Company Secretary
Report author(s)	Moira McMurrin – Foundation Trust Project Manager

History:	<i>To report to the Board, the work of the Foundation Trust Steering Group, in relation to the progress of the Trust's Foundation Trust Journey.</i>
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This report is for:	
Decision	
Discussion	
To Note	x

Executive Summary of key issues
<p><b>1.1.</b> This report outlines the progress made on reviewing the FT work programme and structures to deliver a sustainable, licensed NHS FT. This is the report of the FT Steering Group, the strategic working group with delegated authority on behalf of the Board, to direct the progress of the FT application.</p> <p><b>1.2.</b> The Executive Team is responsible for ensuring delivery of the FT work programme and that all risks to this are identified, managed or mitigated. An FT Risk Register is in place to support this.</p> <p><b>1.3.</b> The FT Steering Group has responsibility for the strategic leadership of the FT programme, and oversees the work of the FT Delivery Group which is part of the new project methodology to manage the FT application and assessment process.</p> <p><b>1.4.</b> Trust membership continues to be on, and above target with 17,033 members; the focus on membership is moving away from growing the membership base to maintenance and retention of existing members.</p>

**This report addresses these Strategic Priorities:**

We will deliver the best care	x
We will support and develop our staff	x
We will continually improve what we do	x
We will use our resources wisely	x
We will be future focussed	x

## 1. Background

1.1. This report brings forward key highlights from the FT Steering Group, which met on 14<sup>th</sup> January 2014.

## 2. FT Programme Leadership

2.1. The FT Steering Group was convened by the Board, and has met regularly during the first quarter of the year. The role and function of the group is to oversee:

- the NTDA and Monitor application processes - and related guidance
- external assessment requirements and reports including the monthly oversight process
- the status/progress on the FT work programme including the Quality Governance risk score
- Board preparation for the NTDA and Monitor assessment process

The group has extended its membership to include the whole Executive Team.

## 3. FT Timeline and NTDA Status Update

The Trust has been involved in a busy and wide ranging programme of activity meaning that AWP is progressing along the FT journey: key milestones achieved are TDA National Desktop Review, Mock Board to Board, and Clinical Quality Visits, and summarised below. The Board is asked to note the significant effort and enthusiasm provided by Trust staff in supporting these milestones.

### 3.1. National Desktop Review – 5<sup>th</sup> December 2013.

The TDA reviewed AWP's application, along with other aspirant Trusts, at a national Desktop Review (DTR) held on 5.12.13 which was attended by a team of TDA national experts. AWP was tasked with providing detailed evidence to support its application and assure and demonstrate the quality of care provided by the Trust. The purpose of the DTR was to identify any requirement for further opportunities to support the Trust in its quality improvement journey.

- 3.1.1. The DTR Panel considered a range of information and evidence relating to quality, performance and finance under the Chief Inspector of Hospitals 5 domains - Safe, Effective, Caring, Responsive, Well led.
- 3.1.2. Following the DTR, the TDA provided AWP with a table of findings which sets out next steps, and identifies areas for potential support / development. These will shape Key lines of Enquiry in the subsequent Clinical Quality Visits to the Trust in January 2014. The TDA emphasised that they are our 'critical friends' and that our success is their success.

### 3.2. Mock Board to Board Meeting – Friday 13th December 2013.

The Trust Board attended a Board to Board meeting with the TDA in Taunton. The role of the TDA is not only to hold the Trust to account, but also to support us in maximising our potential for delivering high quality sustainable services, and to achieve Foundation Trust status. The purpose of the meeting was a development opportunity as part of NHS TDA's assurance process in support of our NHS Foundation Trust application.

Following the meeting, verbal feedback was provided to the Chief Executive and the Trust Chair and included a discussion around the challenges that AWP is facing, and for the need for improvement in certain areas. These are in the main:

- Overall Board Interaction
- Quality and Governance
- Financial Viability
- Delivering Sustainability and External Relations

The Chief Executive confirmed to the TDA that the Trust would wish for as early as possible Chief Inspector of Hospitals visit, and the TDA confirmed that they will recommend that AWP be put forward for the visit in Quarter 1 of 2014/15. Subject to a 'good' or 'outstanding' rating, TDA will move forward with the Trust in supporting our final FT application to go proceed to Monitor stage of the process.

The TDA acknowledges the hard work and effort put in by the Trust, and it continues to be supportive of AWP, recognising the effort and progress that has already been achieved.

### 3.3 Clinical Quality Visits – 17<sup>th</sup> January 2014.

Three sites were selected by TDA for their visits and included inpatient and community settings. These were at Bristol, Swindon and North Somerset. The schedule for the visit involved meeting the Clinical Leadership Team at each site, a staff focus group involving a wide and representative group of staff at each site, and visits around clinical sites.

Generally the feedback was really positive and initial feedback suggests that TDA were impressed with openness of staff & willingness to share their thoughts and feelings with them.

Themes suggest that Staff commented to the TDA that they felt the move to localities was had enabled them to feel more engaged, experienced more accessibility to senior managers and felt able to raise concerns. People reported that they felt positive about Iain Tulley, in particular his 'Back to the Floor' initiative', commenting that they felt he was visible, and was responsive to emails & telephone calls.

Of the areas where development needs are identified, these can be readily addressed, and TDA has offered support where needed.

At the same time TDA National Leads met with Trust Leads around Medicines Management and Infection Control.

Next steps involve a peer review report, and this together with the imminent Inspector of Hospitals visit will help inform the progress of the Ft journey.

#### **4. Membership Update**

**4.1.** AWP will continue to retain and maintain existing membership rather than grow the numbers recruited: Trust membership remains to be on, and above target with 17,033 members.

#### **5. Governor Election process**

**5.1.** Planning is underway to define a process to electing a Shadow Council of Governors. The elections process will have three stages: Communication and Engagement, Pre-Election and Elections.

#### **6. Recommendations**

The Board is recommended to note the content of this report.