

## TRUST BOARD

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| Title:   | <b>Strategic Change Board (17 September 2018 – key messages)</b> |
| Action:  | <b>FOR DISCUSSION and NOTING</b>                                 |
| Meeting: | <b>17 September 2018</b>   |

### **Purpose:**

In line with the Trust's delegation framework this paper updates the Board on key messages from the Strategic Change Board and any points of escalation.

This paper relates specifically to the Strategic Change Board meeting held on 17 September 2018.

### **Recommendation:**

The Board is asked to note the update from the Strategic Change Board and discuss any issues arising.

|                    | Name         | Title                  |
|--------------------|--------------|------------------------|
| Author:            | Anita Pisani | Deputy Chief Executive |
| Executive sponsor: | Anita Pisani | Deputy Chief Executive |

## Trust Objectives

| Objective                            | How the report supports achievement of the Trust objectives:   |
|--------------------------------------|--|
| Provide outstanding care             | The Strategic Change Board (SCB) supports the Trust Board by monitoring and governing the delivery of the Trust's portfolio of strategic change and service redesign programmes. In addition, the SCB drives the strategic change programmes forward and provides oversight of the effectiveness of changes that are implemented to ensure that the outcomes and benefits of these are realised, sustained and embedded within the organisation. |
| Collaborate with other organisations |  |
| Be an excellent employer             |  |
| Be a sustainable organisation        |  |

### Trust risk register

The Strategic Change Board considers risks scored at 12 and above.

### Legal and Regulatory requirements:

This Committee operates in line with corporate governance best practice, referring to guidance documents such as the UK Corporate Governance Code

### Equality and Diversity implications:

| Objective   | How the report supports achievement of objectives:   |                          |                                |                          |                          |                          |                          |                          |
|---|--|--------------------------|--------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Achieve an improvement in the percentage of service users who report that they are able to access the Trust services that they require  | Service Redesign programmes take into account service user experience and access. A number of the programmes involve reviewing pathways of care and any proposed significant changes are subject to an equality impact assessment. |                          |                                |                          |                          |                          |                          |                          |
| Enhance our approach to involving and capturing the experience of hard to reach / seldom heard / varied community groups  | Service user engagement/involvement is an integral part of the service redesign programmes.  |                          |                                |                          |                          |                          |                          |                          |
| Using the national 'A Call to Action on Bullying and Aggression', internally take action to promote our Zero tolerance policy and address bullying and aggression when it occurs.   | N/A  |                          |                                |                          |                          |                          |                          |                          |
| Ensure that the Workforce Race Equality Standard is embedded and undertake proactive work around any areas of under-representation identified. In particular, we will seek innovative methods to have co-opted representation on the Trust Board from more diverse backgrounds. | N/A  |                          |                                |                          |                          |                          |                          |                          |
| Are any of the following protected characteristics impacted by items covered in the paper: Not specifically   |  |                          |                                |                          |                          |                          |                          |                          |
| Age   | Disability   | Gender Reassignment      | Marriage and Civil Partnership | Pregnancy and Maternity  | Race                     | Religion and Belief      | Sex                      | Sexual Orientation       |
| <input type="checkbox"/>  | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/>       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

## Key Messages for the Board:

- The Board received an update on the **Business Development, Transition and Improving Organisational Capability**. Discussions covered:
  - all active and future bidding activities.
  - progress in relation to acute children's services and their transfer to North West Anglia NHS Foundation Trust
  - progress on implementation of our new Dental Minor Oral Surgery services, due to commence 1<sup>st</sup> October 2018.
  - confirmation that Bedfordshire Community Services and Luton Specialist Services has now been handed over to the service redesign team.
  - update on key projects within our infrastructure programme – Rivergate; Dunstable Health Centre; Oaktree Centre; North Cambs Hospital.
  - update on corporate support services contract re-procurement/re-provision
- An update on the **Ambulatory Care Programme** was provided. This includes the iCaSH and MSK programmes of work.
  - **iCaSH programme** is currently reporting Amber due to delays in pharmacy procurement and implementation of order communications.
  - **MSK programme** is currently reporting Green for internal service design activities and red for systems service redesign activities. Red status is due to the delays being experienced in relation to the creation of a Single Point of Access (SPA) for all county referrals for Orthopaedic, Rheumatology, Spinal and Pain Management Referrals. This work stream is linked to the Cambridgeshire and Peterborough Sustainability and Transformation Plan (STP).
  - As planned the Board received a summary of the benefits that both of the above programmes have realised. It was great to see that both programmes have delivered a number of positive improvements.
- **Bedfordshire Children and Young People Service Redesign**. The Board received an update on progress that had been made in initiating the programme and projects within it. The key focus for the service is designing a new 0-19 Healthy Child Programme service and getting this agreed with Commissioners.
- An update on **collaborative working with Cambridgeshire and Peterborough NHS Foundation Trust** to deliver a children and family service across Cambridgeshire and Peterborough. The focus for our joint working in on developing and delivering a sustainable 0-19 Healthy Child Programme service across this geography. A single management structure has been developed and John Peberdy will be the Service Director across both areas from October 2018. The following governance forums had also met:
  - Joint Partnership Board (CCS/CPFT)
  - Joint Transformation Board (Providers and Commissioners)
  - Joint Working Group (CCS/CPFT)
- An update on **Norfolk Children's and Young People's Programme** was provided. Programme is currently reporting Green as all key programme deliverables are on track. Key focus for this programme is on delivering 'Just One Norfolk'.
- An update on **Luton Children and Young People's Service Programme** was provided. This consists of two programmes of work - 0-19 years Health Child Programme and Community Paediatrics.

- An update was provided in relation to the delivery of the **Luton Adults Service Redesign Programme**. The Board heard that progress had been slow as the team had been concentrating on working with the Luton Provider Alliance to implement a 'New way of Commissioning for Community Based care and support'. Significant progress in this area had been achieved and the new model of care was due to commence on 1<sup>st</sup> October 2018. In addition, Service leads had spent time simplifying the At Home First: One Service Redesign programme. This now consisted of service developments; workforce and organisational development activities and infrastructure improvements.

There were no risks identified, post-mitigation, above 12 and no areas identified for formal escalation.