

**TRUST BOARD**

<b>Date of Meeting:</b> 23/10/2012	<b>Agenda Item No:</b> 6.2	<b>Enclosure:</b> 7
<b>Intended Outcome:</b>		
<b>For noting</b> ✓	<b>For information</b>	<b>For decision</b>
<b>Title of Report:</b> Organisational Readiness		
<b>Aims:</b> This report aims to provide a progress report to the Board Members on the key items of business to prepare for the acquisition date.		
<b>Executive Summary:</b>		
<p>This report provides assurance to Board Members of the range of items of business to ensure North Cumbria is best placed to be ready for the acquisition.</p> <p>This report focuses on :</p> <ul style="list-style-type: none"> <li>▪ Establishing the right leadership as approved by the Board in June</li> <li>▪ Ensuring the hospital clinical strategy drives the highest quality of care</li> <li>▪ Ensuring the safety and quality priorities are embedded to drive our quality objectives</li> <li>▪ Ensuring the right relationships are in place with the Clinical Commissioning Group to deliver the Commissioners strategy and North Cumbria's strategy</li> <li>▪ Establishing service line reporting to ensure the leaders have the right information about their service to take the right decisions at the right time</li> </ul>		
<b>Specific implications and links to the Trust's Strategic Aims:</b>		
Ensure we provide high quality, safe and effective care for all our patients including meeting essential standards of safety and quality as set out by the CQC		✓
Develop a viable integrated clinical strategy for secondary care services which is sustainable and affordable		✓
Develop a new healthcare facility in West Cumbria that is fit for the 21st century		✓
Achieve sustainable financial balance through the delivery of the Trust's internal Cost Improvement Programme, securing a viable contract income from our GP commissioners and contributing to the system wide cost reductions		✓
To develop and implement a successful merger or acquisition plan that enables the Trust to become part of an existing NHS Foundation Trust		✓
<b>Recommendations:</b>		
The Board is requested to note this report.		
<b>Prepared by:</b> Ann Farrar Interim Chief Executive	<b>Presented by:</b> Ann Farrar Interim Chief Executive	

**ORGANISATIONAL READINESS FOR  
THE ACQUISITION**

## **1. Introduction**

This report provides assurance to Board Members of the range of items of business to ensure North Cumbria is best placed to be ready for the acquisition.

This report focuses on:

- Establishing the right leadership
- Ensuring the hospital clinical strategy drives the highest quality of care
- Ensuring the safety and quality priorities are embedded to drive our quality objectives
- Ensuring the right relationships are in place with the Clinical Commissioning Group to deliver the Commissioners' strategy and North Cumbria's strategy
- Establishing service line reporting to ensure the clinical leaders have the right information about their service to take the right decisions at the right time.

## **2. Establishing the right leadership**

The Trust Board approved the proposed leadership plan in June and this is now being put into effect. The recruitment process started for the clinical and managerial leaders for the four clinical business units. Interviews will take place for the Clinical Business Unit Directors on the 6 November and the Deputy Directors on the 12 November.

## **3. Ensuring the hospital clinical strategy drives the highest quality of care**

The organisational and clinical service strategy workshops are now arranged for the last week in November/1<sup>st</sup> week in December and there is positive feedback from senior clinical staff.

The Board needs to lead the development work on the organisation strategy and it is intended to hold a Board Development session, led by Bernard Marr, on 18 December (8.30-10am) followed by one to one interviews and an overview of the 1<sup>st</sup> draft of the 'Plan on a Page' strategy presented to the Board at the January meeting.

The clinical teams will receive an overview of the organisational and individual clinical strategies to form a whole hospital clinical strategy at the Clinical Policy Group in January.

From here, the next stage would be develop this approach into a Group organisational strategy with the Board of Directors from Northumbria and we request the Board's approval for this to be arranged from February.

#### **4. Ensuring the safety and quality priorities are embedded to drive our quality objectives**

The safety and quality priorities were approved after a listening period from the staff. They will now be displayed around the hospital and reviewed at monthly intervals by the Trust Board.

#### **5. Ensuring the right relationships are in place with the Clinical Commissioning Group to deliver the Commissioners strategy and North Cumbria's strategy**

Discussions have started with the above to ensure we have the right strategic and operational engagement to continue to build relationships with commissioning and primary care and community care colleagues. The key purpose would be to continually improve patient care. The proposed changes to how we engage should be ready for discussion by the Board in November.

#### **6. Establishing service line reporting to ensure the leaders have the right information about their service to take the right decisions at the right time**

A significant improvement going forward for the successful operation of the clinical business units will be access to real-time information about costs, income, expenditure and clinical outcomes at clinical business unit level but also at service line and ward level. This information is essential. A steering group is established to take service line reporting forward so the minimum is in place for the acquisition. This will receive the support of the clinical business unit leaders and Northumbria staff who have a tremendous knowledge and experience.

#### **7. Being Visible and Listening**

Staff roadshows for the day and evening staff are now completed. The Director of HR is producing a structured schedule of staff walk-arounds.

Ann Farrar  
Interim Chief Executive  
15 October 2012