

TRUST BOARD

Date of Meeting: 09/10/2012	Agenda Item No: 7.2	Enclosure: 7
Intended Outcome:		
For noting ✓	For information	For decision
Title of Report: Organisational Readiness		
Aims: This report aims to provide a progress report to the Board Members on the key items of business to prepare for the acquisition date.		
Executive Summary:		
<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"> ▪ Establishing the right leadership as approved by the Board in June ▪ 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 leaders have the right information about their service to take the right decisions at the right time 		
Specific implications and links to the Trust's Strategic Aims:		
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		✓
Recommendations:		
The Board is requested to note this report.		
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**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 as approved by the Board in June.
- 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. A leadership development programme was held in September with an excellent turnout and very positive feedback. All presentations are available to view by North Cumbria and Northumbria staff. The emphasis of the development days was to provide an insight into how a NHS Foundation Trust operates and some strategic business such as the importance of education and training in the future.

At the end of the leadership development days the recruitment process started for the clinical and managerial leaders for the four clinical business units. Interviews will take place the 1st week in November.

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

The clinical leaders have requested that North Cumbria produce a hospital clinical strategy to complement the Commissioner's Closer to Home strategy so there is a clear mandate for continual improvement to deliver the highest quality of care. This work will start from November and should be concluded by the January Board Meeting.

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

The clinical and management leaders agreed on the need for a better visual communication of the safety and quality priorities in order to ensure every member of staff were fully aware of the full range of prioritised improvements. Engagement sessions are taking place now to ensure the priorities are the most important and this should be concluded by the 9 October. These would be embedded in appraisals and the Board would receive progress on these priorities via the report produced by the Director of Nursing and Director of Operations.

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. To support the continued development of relationships it is intended to recruit a GP Leader for the proposed West Division of the new organisation. A draft job description is ready for internal consideration by the senior management team and subject to approval a recruitment process would start from October.

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

Since joining I have made a commitment to be based at West Cumberland Hospital and Cumberland Infirmary and have delivered on this commitment. Regular walks around the wards and meeting clinicians on a 1:1 basis has ensured that I have a better understanding of the issues that affect the daily workings of the organisation. There is much to do but the highly professional and personal care demonstrated by the staff confirms to me the commitment to continually improve patient care.

Ann Farrar
Interim Chief Executive