

The Shrewsbury and Telford Hospital NHS Trust

Trust Board June 2011

Board Development programme

Sponsor	John Davies - Chairman
Author	Julia Clarke – Director of Compliance & Risk Management
Strategic Domain	D. Learning and Growth: We will develop our internal processes to sustain our ability to change and improve
Organisational Objective	D1. Learn to improve, innovate and cooperate continuously
Executive Summary	<p>As part of the Foundation Trust application, aspirant Trust's are expected to have undergone a Board capacity and capability assessment and to have an agreed Board development programme in place.</p> <p>An outline programme was agreed as part of the Tri-partite Formal Agreement based on SaTH's current organisational position, recent Monitor guidance</p> <ul style="list-style-type: none"> - Lessons Learned from recent NHS FT Applications¹ - Guide for Applicants² - Compliance Framework <p>Overview: The development plan will need to cover Monitor's seven domains;</p> <ul style="list-style-type: none"> • Board capability and capacity • Understanding the business <ul style="list-style-type: none"> - Quality, - resilience & safety - legally constituted, - good business strategy - financially viable • Sound governance – compliance with statutory requirements, service performance, local health economy issues <p>As a result a three stage programme is proposed covering these areas, which may be subject to change, initially to be held immediately following Trust Board meetings for 3hour sessions, with some all day sessions as required.</p>
Recommendations	<p>The Trust Board is asked to APPROVE the proposed programme and NOTE this may need to be adapted to changing circumstances</p>

¹ January 2011

² Updated July 2010

SHREWSBURY AND TELFORD HOSPITAL NHS TRUST
TRUST BOARD JUNE 2011
BOARD DEVELOPMENT PROGRAMME

1. INTRODUCTION

In order to progress the Trust's FT application, SaTH is required to have a Board Development programme in place that addresses the key components of a high-performing Board and will satisfy Monitor's requirements.

A draft Programme was sent to the SHA as part of the Tri-partite Formal Agreement and this paper outlines the proposed plan to deliver this work.

The development plan will need to cover Monitor's seven domains;

- Board capability and capacity
- Understanding the business
 - Quality,
 - resilience & safety
 - legally constituted,
 - good business strategy
 - financially viable
- Sound governance – compliance with statutory requirements, service performance, local health economy issues

It is proposed that initially the development sessions will be scheduled to follow on directly after Trust Board meetings for sessions of no more than three hours.

The sessions will be divided into three main stages;

Stage 1 - Board capability and capacity (June – October 2011)

Stage 2 – Understanding the business (Oct 2011- March 2013)

Stage 3 – Compliance requirements (March 2013 to authorisation)

2. DEVELOPMENT PROGRAMME

2.1 STAGE 1 BOARD CAPABILITY AND CAPACITY (June 2011 – October 2011)

This work is being led by Chantry Vellacott following a mini-tender process to identify the most appropriate supplier. Chantry Vellacott have significant experience across the West Midlands and have worked closely with Monitor and a number of successful FTs. The key elements are:

- Critical Review of Board Papers
- Board capacity & capability assessment
- Board workshop – Handling tough times ahead

(See Appendix 1 for detailed schedule)

2.1.1 Overview of Board capability and capacity programme

(i) Critical Review of Board Papers

CV will select a spectrum (typically 6 -7) of papers from the June Board meeting, and the May Board meeting, and review their appropriateness for an FT Board.

The assessment report on each Board report reviewed. A summary report scheduling findings, with improvement recommendations. A feedback meeting- to CEO, or wider audience if required.

Deliverables:

(ii) Board Capability and Capacity Assessment

Using an approach of structured questionnaires and interviews with each Board Director, CV will apply a proven Board development diagnostic framework, which in conjunction with Board observation and a high level review of key governance systems and processes will provide an opinion upon the following dimensions

- Board skills and experience
- Organisational understanding of Board Directors
- Operation of the Board
- Overall Board capability

Following an introduction to the process at the 30th June Trust Board, each of the 13 Directors will be required to complete a concise questionnaire covering the four dimensions within a 7 day period, and will be individually interviewed to develop and expand upon the issues concerned. CV will triangulate all findings and produce a report which analyses and makes RAG rated recommendations for specific development action by NED's , ED's and overall views. All specific individual opinions will be anonymised. All work is referenced to extant published Board best practice and Monitor's requirements with regard to effective FT Boards.

Deliverables

A comprehensive report which describes the methodology applied, and presents all findings for each dimension summarised by each NED and ED group. The report will present RAG rated recommendations and an action plan template for the Trust's response, which we will facilitate. A meeting with Chair and Chief Executive to review and finalise.

CV will agree two 'critical few' issues in advance to test the extent of Board cohesion with a session entitled 'FT Authorisation – Handling Tough Times Ahead', they will also model downside mock Board papers and discussion as a role play exercise (CV will act as relevant Directors).

The ensuing debate and actions agreed will be analysed collectively using CV's experience of Monitor's expectations, and their observations and research on the Board and its governance arrangements /culture.

(iii) FT Board Development Workshop and Action Plan

CV will play in, as appropriate, extant best Board practice and features, and issues arising from other areas of governance review

Deliverables:

All presentation materials and the outcome of all the discussions will be presented in a session pack for all attendees. A draft Board Development action plan, with areas for development and recommendations on ways to take forward, timescales and leads will be available within 7-10 days of the workshop. Review meeting with Chair/CEO

Date to be agreed, but following any work on Board Papers and Capacity and Capability Assessments, as this will inform the handling and design nuances of the half-day workshop.

DATES

Trust to canvass dates for September.

2.2 STAGE 2 UNDERSTANDING THE BUSINESS (Oct 2011- March 2013)

This work will be delivered largely by Trust staff. The programme will cover the key elements of the Trust's strategy, business planning and governance framework. Each of the leads will present an intensive overview of their area to the Board along with a short summary of the key issues. These will form the basis of the Trust's Integrated Business Plan (IBP) and Long-Term Financial Model (LTFM). The key areas to cover are;

- Formulating Strategy
- Financial Governance
- Quality & Safety Strategy
- External Relationships
- Governance

A high-level indicative timetable is attached (Appendix 2) - this will be subject to change and may need to include actions/workshops arising from Stage 1. Full working papers and agendas will be available for each session as they occur. All of the dates for the workshops are scheduled for trust Board meetings. For some sessions longer sessions will be required and will not be suitable for scheduling after Board meetings – these are currently shown in the month they are likely to be needed as TBC* and will be confirmed nearer the time.

2.3 STAGE 3 COMPLIANCE REQUIREMENTS (March 2013 to authorisation)

This is the final part of the process and will occur from March 2013 onwards as the final part of the trust's application process. Currently this section will focus on;

- FT Board certification and statements
- FT Compliance Framework
- Final preparation for Monitor Board2Board

but may need to change in response to changing circumstances
(See Appendix 3)

3. Recommendations

The Trust Board is asked to

APPROVE the proposed programme and

NOTE this may need to be adapted to changing circumstances