Board of Directors' Meeting
8 December 2022

Agenda item	235/22			
Report Title	Getting to Good Progress Report			
Executive Lead	Louise Barnett, Chief Executive Officer			
Report Author	Matt Mellors, Head of Programmes			
	Link to strategic goal:		**Link to CQC domain:**	
	Our patients and community	√	Safe	√
	Our people	√	Effective	√
	Our service delivery	√	Caring	√
	Our governance	√	Responsive	√
	Our partners	√	Well Led	√
	Report recommendations:		**Link to BAF / risk:**	
	For assurance		BAF1, BAF2, BAF3, BAF4, BAF7, BAF8, BAF9	
	For decision / approval		**Link to risk register:**	
	For review / discussion			
	For noting	√		
	For information			
	For consent			
Presented to:	2022.11.24: Senior Leadership Committee - Operational			
Executive summary:	The purpose of this report is to inform the Board of Directors on the progress made in October 2022, on the delivery of the Getting to Good programme. Four programmes are reporting all projects as being on track: Maternity Transformation; Digital Transformation; Finance and Resources; and Workforce Transformation. The remaining four programmes are reporting as reasonable: Elective; Non-Elective; Corporate Governance; and Quality and Safety. One project, Outpatient Transformation is reported as off track in the period.			
Appendices (In Information Pack)	Appendix 1: Project Status Overview Appendix 2: Month on Month Status with Trend Appendix 3: Milestone Delivery Status Appendix 4: Tiers of Support Appendix 5: Oversight, Assurance and Accountability Appendix 6: Local Governance Arrangements			
Executive Lead				

Getting to Good Project Status Overview

1.0 Introduction

The purpose of this paper is to provide assurance on the progress of the delivery of the Getting to Good (G2G) programme.

The aim and focus of G2G Phase 2, is to embed the improvement projects which are within the relevant Executive Director portfolios in order to deliver sustainable change that supports the organisation in achieving an overall Care Quality Commission (CQC) rating of 'Good' by 2023.

G2G incorporates a number of programmes, each of which are led by an Executive Director. The accountability for improvement and effectively embedding the change remains with the Executive Director and progress is overseen through their own governance arrangements, this is detailed in *Appendix 6*. Oversight is provided through the weekly G2G Operational Delivery Group (ODG) to track and monitor progress to achieving this and is chaired by the G2G Programme Director. Furthermore, support is provided by colleagues from the Programme Management Office, Improvement Hub, Communications, Performance and Business Intelligence Team and NHS England.

2.0 Programme Refresh

A refresh of the G2G programmes was prepared in August 2022 on the back of feedback received from trust board on the 9th June, when the G2G the paper went for the first time. The Executive Director of Finance agreed with the approach as did the Chief Operating Officer on the 2nd August and as agreed the refresh of the G2G programmes was submitted and presented by the G2G Programme Director for Getting to Good at the weekly CEO meeting held on the 9th August 2022.

The paper then formed part of the G2G progress report for September 2022 that went to SLC-O on the 27th October and Executives were asked to review and approve the proposed G2G structure refresh. The final proposal was submitted to the Trust Board on the 10th November 2022 for approval. The purpose of this report is to update the Board on the progress of the refresh of the G2G programmes which is detailed in the supporting reference pack.

The first monthly updates for the following projects can be noted in this progress report:

- Cancer Performance
- Emergency Care Transformation Programme
- Equality, Diversity & Inclusion.

3.0   Progress

**Progress Summary by Programme**

Four programmes listed below are progressing well, reporting their projects as being **on track** this period:

- Maternity Transformation
- Digital Transformation
- Finance and Resources
- Workforce Transformation

Four programmes listed below are rated as **reasonable** due to slippage in delivery timescales:

- Elective
- Quality and Safety
- Non-Elective
- Corporate Governance

Progress Summary by Individual Project
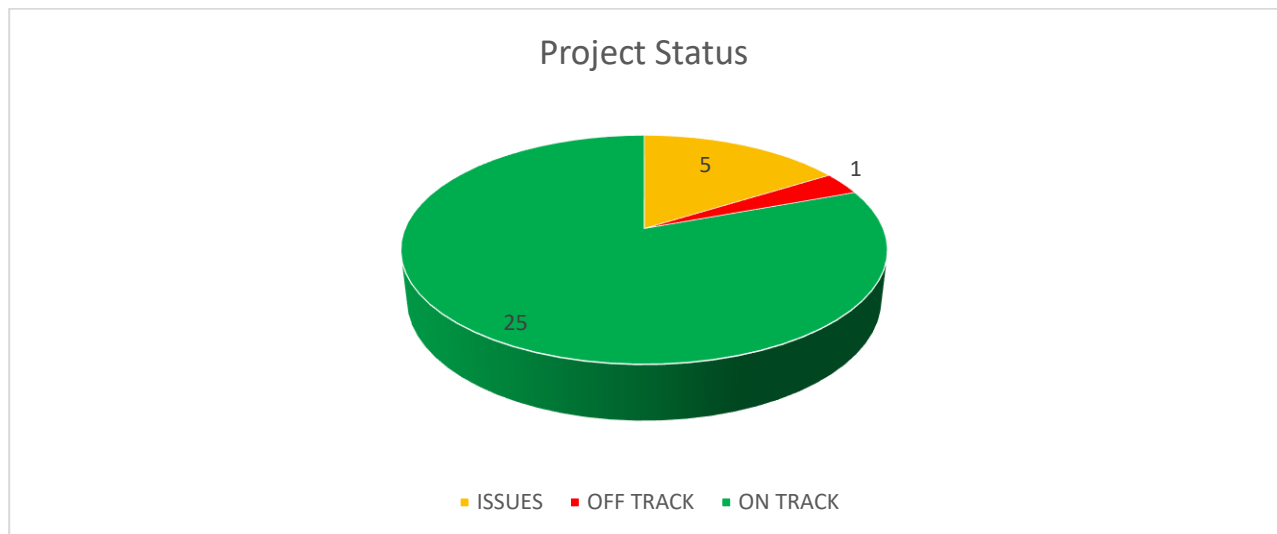
One project is reported as **off track** in the period:
- Outpatient Transformation due to the non-delivery of milestones related to the outputs from the past max waits and virtual clinic reviews.

The following two projects have reported an **improved position** since the last reporting period:
- Recruitment & Retention
- Financial Reporting & Planning

The following two projects have reported a **worsening position** since the last reporting period:

- Risk Management
- Outpatient Transformation

Details regarding the status and progress of each individual project can be found in *Appendix 1.*

Project Milestones Due for Delivery

Nine milestones were due for completion during October 2022 across eight projects, six of which were successfully delivered.

- Financial Literacy – Delivery of Training Needs Analysis (TNA) and learning programme using external resources.
- Leadership Development Framework - Programme for Management Skills Development (technical and systems)
- Shrewsbury and Telford NHS Trust (SaTH) Urgent and Emergency Care (UEC) Improvement Plan – Improved usage of the Discharge Lounge across both sites.
- Theatre Productivity - Theatre Data sheet changes, safer surgery checklist and implementation of the Bluespier Theatre Management system.
- Equality, Diversity and Inclusion -Relaunch and embed Staff Networks to increase staff voice and membership
- Emergency Care Transformation Programme -Increment 0: Pre-Programme

Two of the three remaining milestones are now rated as off track.

- Outpatient Transformation – Outputs from past max waits review.
- Outpatient Transformation – Virtual clinics transformation review.

The remaining milestone has had the approval to extend the timeframe from October 2022 to September 2023.

- Maternity Transformation – Delivery of the Care Quality Commission (CQC) action plan.

Details on all milestones is visualised in the Gantt chart in Appendix 3.

Project Milestones Due Next Month

Nine milestones are due for delivery in November 2022 across two programmes and five projects:

- Cancer Performance - Community based breast pain clinic (2nd year)
- Cancer Performance - Development of Teledermatology service to triage skin cancer referrals.
- Critical Care Improvements - Deliver the 6 'immediate' UHB recommendations
- Critical Care Improvements - Estates options scoping (Decision to GPICS v2.1)
- Critical Care Improvements - Individual Advanced Critical Care (ACC) Job Plans completed
- Critical Care Improvements - Planning and preparation for temp/ transitional service redesign
- Diagnostics Recovery - Recruitment Events to address vacancies in Radiology July, August & November 2022
- Outpatient Transformation - Secondary and Primary Care Advice and Guidance (A&G) process and pathway agreement
- Quality & Regulatory Compliance - Completion of self-assessments for core services phase two including Intensive Therapy Unit (ITU) and Surgery.

4.0   Forward Look

The Operational Delivery Group (ODG) will continue to support the consistent application of improvements in the programme milestones. To achieve this, throughout November, focus will be on the continuation of the rolling schedule of Deep Dives into each project which includes:

- Diagnostic Recovery
- Future Workforce Design
- Outpatient Transformation
- Maternity Transformation Programme
- Levelling Up Clinical Standards

A refresh of the project plans continues as a number of key milestones have been delivered.

5.0   Recommendations

The Board of Directors is asked to review and acknowledge progress made during October 2022 on the delivery of the Getting to Good programmes.