

Board of Directors' Meeting: 8 June 2023

Agenda item	070/23		
Report Title	Getting to Good Progress Report		
Executive Lead	Louise Barnett, Chief Executive Officer		
Report Author	Matt Mellors, Head of PMO		
CQC Domain:	Link to Strategic Goal:		Link to BAF / risk:
Safe	√	Our patients and community	BAF1, BAF2, BAF3, BAF4, BAF5, BAF7, BAF8, BAF9, BAF10
Effective	√	Our people	
Caring	√	Our service delivery	Trust Risk Register id:
Responsive	√	Our governance	
Well Led	√	Our partners	
Consultation Communication	2023.05.25: Senior Leadership Committee - Operations		
Executive summary:	<p>The Board's attention is drawn to sections 3, 4 and 5.</p> <p>Financial Reporting and Planning; Financial Literacy and Productivity and Efficiency projects are reported as delivered, subject to sign off at ODG on the 24th May.</p> <p>Eight projects are rated as Amber, due to delay or risks to delivery of key milestones. 14 projects in the overall programme are all on track and rated Green. The key risks projects are currently Theatre Productivity; Outpatient Transformation; Levelling Up Clinical Standards; and Medical Staffing all of which are off track and rated Red.</p>		
Recommendations for the Board:	<p>The Board is asked to Note the issues highlighted and the progress made in April 2023 of the Getting to Good Programme.</p>		
Appendices:	<p>Appendix 1: Project Status Overview Appendix 2: Month on Month Status with Trend Appendix 3: Milestone Delivery Status (In Supplementary Pack)</p>		

1.0 Introduction

1.1 The purpose of this paper is to provide information on the progress of the delivery of the Getting to Good (G2G) programme during April 2023.

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

1.3 G2G incorporates several programmes, each of which are led by an Executive Director. The accountability for improvement and effectively embedding the change remains with the Executive Director. 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 (PMO), Improvement Hub, Communications, Performance and Business Intelligence Team and NHS England.

1.4 The reporting on G2G will adopt the current methodology that is in place for the Maternity Transformation programme. A revised report will be in development from June 2023 onwards.

2.0 Progress Summary by Programme

2.1 Two programmes listed below are progressing well, reporting all projects as being **on track** this period, and five programmes listed below are rated as **reasonable** due to projects within them having issues with delivery of key milestones.

Maternity Transformation	Corporate Governance	Quality and Safety
Digital	Elective Recovery	Workforce Transformation
Finance and Resources	Urgent Care Improvement	

3.0 Progress Summary by Individual Project

3.1 Financial Reporting and Planning; Financial Literacy and Productivity and Efficiency projects are all reported as delivered, subject to sign off at the ODG on the 24th May 2013. Both the Theatre Productivity and Outpatient Transformation projects remain off track and rated **Red** in the period, as are now the Levelling Up Clinical Standards and Medical Staffing projects. A further eight projects are rated as **Amber** due to delay in delivery of milestones. The remaining 14 projects are all on track and rated **Green**.

3.2 The UEC Improvement programme reported an **improved position** since the last reporting period.

3.3 The following three projects reported a **worsening position** since the last reporting period:

- Digital Infrastructure
- Levelling Up Clinical Standards
- Learning from Deaths
- Medical Staffing

Theatre Productivity	Levelling Up Clinical Standards	Diagnostics Recovery
Outpatient Transformation	Medical Staffing	Learning from Deaths
Quality and Regulatory Compliance	Delivery of the Quality Strategy	Recruitment and Retention
Performance and Business Intelligence	Equality, Diversity and Inclusion	Digital Infrastructure

Details regarding the status and progress of each individual project and their trend can be found in Appendices 1 and 2.

4.0 Project Milestones Previously Off Track

4.1 There are 14 milestones that were due for completion and were marked off track in the previous report. Their current status is detailed below.

Project	Milestone	Current Status	Expected completion
Theatre Productivity	Following recruitment events, completion of Operating Department Practitioners (ODP) apprenticeships and utilising international Nurses reduce theatre vacancies from 35 to 10. <i>The staffing establishment across both hospital sites is under restructure. Interviews and appointments are currently ongoing.</i>	Off Track	October 2023
	Provide 5.5 operational elective theatres at PRH. <i>With in-sourcing support this is expected to be delivered by the beginning of June 2023</i>	Off Track	June 2023

	Provide 7 operational elective theatres at RSH. <i>Overarching project plan currently being redrafted with support from the PMO.</i>	Off Track	To be confirmed
Outpatient Transformation	Outputs from past max wait review. <i>This is due to the clinical teams having multiple demands to deliver targets aligned to 18 weeks, cancer, flow and industrial action. Overarching project plan currently being redrafted with support from the PMO.</i>	Off Track	To be confirmed
	Secondary and Primary care Advice and Guidance (A&G) process and pathway agreement. <i>All specialties continue to develop specific A&G pathways and have been advised that support is available from NHS Digital to support the management of patients within e-Rs. Overarching project plan currently being redrafted with support from the PMO.</i>	Off Track	To be confirmed
Medical Staffing	Roll out of Medic on Duty for Junior Doctors. <i>A review is scheduled in May 2023 to define milestones with more realistic timescales for achievement in 2023/24.</i>	Off Track	To be confirmed
Diagnostics Recovery	Community Diagnostic Centre opening. <i>Opening date has been confirmed as September 2023.</i>	Issues	September 2023
UEC Improvement Programme	Operational direct admission pathway for Trauma & Orthopaedics.	Delivered	
Levelling-up Clinical Standards	Capture performance against agreed standards within Inphase. <i>Progression of this has been paused to allow the Performance & BI team to focus on the further development of the quality dashboard. The PMO has created manual dashboards for two specialities as mitigation (ED and ENT).</i>	Off Track	To be confirmed
	Define an additional set of specialty specific clinical standards for Phase 3 areas. <i>To commence following Phase 2 completion</i>	Off Track	To be confirmed
	Embed a clinical standards performance framework that is embedded within each	Off Track	To be confirmed

	<p>specialties CG meeting to foster clinical improvement.</p> <p><i>The Senior Responsible Officer (SRO) has visited almost all specialty governance meetings to discuss the standards, and work is underway with many specialties having defined their clinical standards to now monitor them. These will be added to standard governance agendas, in line with the quality governance framework.</i></p>		
	<p>Embed a culture of achieving clinical standards as defined.</p> <p><i>As above.</i></p>	Off Track	To be confirmed
	<p>Refresh internal professional standards for all specialties.</p> <p><i>As above.</i></p>	Off Track	To be confirmed
Equality, Diversity and Inclusion	<p>Support the organisation to ensure fair representation on recruitment panels and increase representation across band 7 and above.</p> <p><i>Training options are currently being explored and a change of date for this milestone will be requested once a timeline for training delivery has been scoped.</i></p>	Off Track	To be confirmed

5.0 Project Milestones Due in the Period

5.1 As at the end of April 2023, 12 milestones were due for completion across eight projects, of which eight were successfully delivered. Four milestones were not delivered, details of which can be found below.

Project	Milestone	Status
Risk Management	To facilitate with development of the Organisations refreshed risk appetite statement/agreed tolerance levels with support from an external provider.	Delivered
Expansion of Medical Examiners Office	Further develop the ME service for expansion of paediatric and neonatal death ME reviews.	Delivered
	Increase consultant establishment for Medical Examiner's Office utilising NHSE/I funding to 18 PAs.	Delivered
	Obtain additional office space to accommodate team members and health records.	Off Track

	<i>A review of non-clinical space usage across both sites is currently underway.</i>	
	Pilot one GP practice for the implementation of ME reviews prior to full roll out.	Delivered
Learning from Deaths	Allocate/recruit senior clinical staff to create a pool of SJR reviewers. <i>Two PAs are currently out to advert, and recruitment is expected in May 2023.</i>	Off Track
Future Workforce Design	Deliver new roles and apprentice programme for 2022/23.	Delivered
Medical Staffing	All junior doctor rotas reviewed and amended where appropriate. <i>Work is ongoing however, timescale for completion is unclear at this stage due to capacity within the team.</i>	Off Track
Recruitment & Retention	Delivery of 100 International Nurse Recruitment Programme for 22/23.	Delivered
	Reduce HCA vacancies by 80% via the Healthcare Support Worker Programme, working in conjunction with the ICS. <i>In April 2023, the HCA vacancy rate reduced from 165.86 WTE to 134.31 WTE. Currently 55.16 WTE are going through recruitment checks; and 26.13 WTE are due to start May through to June 2023) The aim is to have zero HCA vacancies by October 2023.</i>	Off Track
Training and Education	Refresh Education prospectus for 2022/2023.	Delivered
Performance & BI	Full handover of the reporting workstream from the Digital function.	Delivered

6.0 Change Requests

6.1 At the April 2023 Maternity Transformation Assurance Committee (MTAC) meeting, two actions from the first Ockenden report were extended to March 2024 for IEA 2.1 and IEA 2.2 (both externally dependent).

7.0 Project Milestones Due Next Month

7.1 As at the end of May 2023, six milestones are due for delivery across four projects. Details of which can be found below:

Project	Milestone	Status
Risk Management	Develop the Risk Management Process E-learning package.	Issues

	<i>The content of the Risk Management E- learning package has now been written; however, it needs to be made SCORM (Sharable Content Object Reference Model) compliant before its inclusion on the Learning Made Simple, the Trust's online learning portal.</i>	
Quality & Regulatory Compliance	<p>Completion of self-assessments for core services phase four including Medicine and Emergency Medicine.</p> <p><i>Following the announcements that all Maternity services in England were to have a CQC inspection in 2023, the self-assessment and mock inspections were prioritised for Maternity. Medicine and Emergency Divisions self-assessment, mock inspection and executive review are now due for completion by July 2023.</i></p>	Issues
Training and Education	Education annual report refresh to include clinical education.	On Track
Training and Education	Provided measured and evidenced for culture dashboard top 10.	On Track
Training and Education	Provided measured and evidenced for compliance dashboard bottom 10.	On Track
Performance & BI	Future of InPhase/PowerBI – serve notice on InPhase for performance module and develop PowerBI rollout plan for performance reporting.	On Track

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

11.0 Forward Look

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

- Cancer Performance.
- Fundamentals in Care.
- Quality and Regulatory Compliance.
- Outpatient Transformation.
- Theatre Productivity.

12.0 Recommendations

12.1 The Board of Directors is asked to review and acknowledge progress made during April 2023 on the delivery of the Getting to Good programme.