

BOARD ASSURANCE FRAMEWORK ACTION TRACKER 2017/18

APPENDIX 3

ref	PR	Improvement area / action	owner 1	owner 2	Lead sub-ctte	actions / milestones	due date (original)	update	RAG	due date (revised)	date complete
1	1	Improve complaints performance	CNO		S&C	Review & update KPI's for Board IPR	Jul-17	~	not rated		
2	1	Improve complaints performance	CNO		S&C	Set trajectory for performance at Trust and divisional level and embed	Jul-17	~	not rated		
3	1	Improve complaints performance	CNO		S&C	Review complaints team management capacity and roles and responsibilities	Jul-17	~	not rated		
4	1	Improve complaints performance	CNO		S&C	Implement recommendations from review of complaints team	TBC	~	not rated		
5	1	Improve complaints performance	CNO		S&C	Joint audit of quality of complaint responses with Hertfordshire Healthwatch.	Nov-17	~	not rated		
6	1	Implementation of actions to address 'must and should' CQC recommendations (Sept 16 inspection).	CNO	CIO	S&C	Finalise QIP update to reflect all new actions following receipt of CQC report for Sept 15	May-17	New QIP actions added immediately post inspection. Final actions being confirmed following receipt of full written report via change request process.	green		
7	1	Implementation of actions to address 'must and should' CQC recommendations (Sept 16 inspection).	CNO		S&C	Updated programme reporting format via safety and compliance sub committee to Board and Oversight committee	Jun-17	~	not rated		
8	1	Embedding the learning from SI's	CMO	CNO	S&C	Develop process to track actions from SIs via divisional performance review meetings	Jun-17	~	not rated		
9	1	Embedding the learning from SI's	CMO	CNO	S&C	Audit effectiveness of SI Review group to provide assurance that all SI action plans are implemented and embedded. (Report to Safety & Compliance Committee)	Feb-18	~	not rated		
10	1	Duty of candour understanding and thresholds for moderate and severe harms	CNO	CMO	S&C	Implement Datix tracking mechanism for moderate harm incidents	Jul-17	~	not rated		
11	1	To meet clinical guidelines in-date trajectory of 90%	CMO	CNO	O&E	Trajectory to deliver improvement from May baseline (54%) to be developed.	Jun-18	~	not rated		
12	1	To meet clinical guidelines in-date trajectory of 90%	CMO	CNO	O&E	90% clinical guidelines in date	Mar-18	~	not rated		
13	1	To determine effectiveness of clinical guidelines	CMO	CNO	O&E	Audit a sample of guidelines and practice	Dec-17	~	not rated		
14	1	To set up a Trust wide consent framework linking MCA/Best Interests	CMO	DD Surgery	S&C	MCA / Best Interests training programme and schedule to be finalised	Jun-17	~	not rated		
15	1	To set up a Trust wide consent framework linking MCA/Best Interests	CMO	DD Surgery	S&C	MCA / Best Interests training programme delivered (six month progress report)	Jan-18	~	not rated		
16	1	Establish medical safe staffing assurance report	DWF	CMO	S&C	Develop metrics for reporting	Jun-17	~	not rated		
17	1	Establish medical safe staffing assurance report	DWF	CMO	S&C	Establish regular reports of metrics via safety & compliance	Oct-17	~	not rated		
18	1	Learning from deaths and implementation of NQB guidance	CMO		O&E	New policy finalised and adopted. (dependent on national guidance being finalised)	TBC	Update paper presented to May Board setting out progress to date. National guidance not yet finalised.	not rated		
19	1	Learning from deaths and implementation of NQB guidance (dependent on national guidance being finalised)	CMO		O&E	Action Plan to address requirements - report via outcomes & effectiveness committee. (dependent on national guidance being finalised)	TBC	Update paper presented to May Board setting out progress to date. National guidance not yet finalised.	not rated		
20	2	Divisional staff survey action plans in place to drive continued improvement in engagement	DWF		PSE	Divisional staff survey action plans in place to drive continued improvement in engagement	Jun-17	~	not rated		
21	2	Review internal targets for appraisal and mandatory training - benchmark with organisations rated 'outstanding' by CQC	DWF		PSE	Review & agree (revised) internal targets for appraisal and mandatory training - benchmark with organisations rated 'outstanding' by CQC	Jun-17	~	not rated		
22	2	Funding for CPD activity agreed and programmes being implemented	DWF		PSE	Funding for CPD activity agreed and programmes being implemented.	Sep-17	~	not rated		
23	2	Continued improvement in equality and diversity - address findings from staff survey	DWF		PSE	E&D ction plan approved via pt. & staff experience sub committee	Sep-17	~	not rated		
24	2	Plan in place to address high level of agency use within surgery and in particular anaesthetics	DWF		PSE	Plan in place to address high level of agency use within surgery and in particular anaesthetics.	Aug-17	~	not rated		
25	2	Plan in place to address high level of agency use within surgery and in particular anaesthetics	DWF		PSE	Progress review against plan via Pt & Staff experience committee	Feb-18	~	not rated		
26	2	Maximise opportunities from apprenticeship levy (with STP partners)	DWF		PSE	Strategy / implementation plan developed for approval via Pt & Staff experience committee	Oct-17	~	not rated		
27	2	Relaunch of B&H advisors to challenge inappropriate behaviour	DWF		PSE	Relaunch of B&H advisors to challenge inappropriate behaviour	Oct-17	~	not rated		
28	2	Suite of management programmes in place to assist development of our leaders	DWF		PSE	Agreed programme of management development in place	Oct-17	~	not rated		
29	2	Launch of 'shared' bank with STP partners (part of agency reduction strategy)	DWF		PSE	Launch of 'shared' bank with STP partners	Dec-17	~	not rated		
30	3	Agree and deliver prioritised capital programme for 2017/18	Dir Env		TEC	Finalise priority one capital programme (funded internally)	May-17	Priority one capital programme agreed by TEC May 2017.	complete		May-17
31	3	Agree and deliver prioritised capital programme for 2017/18	Dir Env		TEC	Develop implementation plan with milestones for tracking via Estates Steering Group	Jul-17	~	not rated		
32	3	Agree and deliver prioritised capital programme for 2017/18	DCEO		TEC	Agree priority 2 schemes for inclusion in ITFF application	Jul-17	~	not rated		
33	3	Ensure Authorising Engineers in place for all high risk activities	Dir Env		S&C	Technical Advisor to be confirmed for management of confined spaces	Jul-17	~	not rated		
34	3	Ensure Authorised Person in place for all high risk activities	Dir Env		S&C	Ensure Authorised & Competent persons in place for all high risk activities (substantive appointments made to all posts / incorporated into existing job roles)	Aug-17	~	not rated		
35	3	Establish Estates Transformation Group with agreed set of deliverables for 2017/18, including development of estates and facilities KPI dashboard	Dir Env		S&C	First Estates Steering Group held & monthly forward plan in place (reports to Safety & Compliance Committee)	Jun-17	First ESG scheduled June 8th.	green		
36	3	Establish Estates Transformation Group with agreed set of deliverables for 2017/18, including development of estates and facilities KPI dashboard	Dir Env		S&C	Dashboard finalised with bi-monthly reporting against agreed metrics (first draft to be issued July 17 after June ESG). System to be fully implemented by Dec 17	Dec-17	~	not rated		
37	3	Provide assurance across spectrum of Environment Division activities through operation of the Premises Assurance Model	Dir Env		S&C	All actions from 2016/17 PAM review completed.	Aug-17	~	not rated		
38	3	Provide assurance across spectrum of Environment Division activities through operation of the Premises Assurance Model	Dir Env		S&C	Update self-assessment and develop new action plan to further strengthen assurance.	Dec-17	~	not rated		

1	1	Improve complaints performance	CNO		S&C	Review & update KPI's for Board IPR	Jul-17	~	not rated		
39	3	Provide assurance that estate is 'fit for purpose'	Dir Env		S&C	Updated 6 facet survey and summary report	Sep-17	Six facet survey commissioned from Currie & Brown and in progress. Field work complete and preliminary report due July 2017.	green		
40	3	Deliver programme to develop and populate ARCHIBUS to provide full functionality	Dir Env		S&C	ARCHIBUS full functionality implemented	Sep-17	~	not rated		
41	3	Provide development control plans (DCPs) to direct investment in line with Trust and Estates strategy.	Dir Env		S&C	Development Control Plans produced for WGH, SACH and HHGH	Mar-18	~	not rated		
42	3	Provide assurance that estate is 'fit for purpose'	Dir Env		S&C	Develop action plan to address highest risk areas - identify priorities for 2018/19 capital programme based on 2017 ^ Facet & Life Cycle exercise	Feb-18	~	not rated		
43	3	Complete estate asset database and roll out full PPM programme for 2017/18	Dir Env		S&C	Asset Database fully populated.	Sep-17	~	not rated		
44	3	Complete estate asset database and roll out full PPM programme for 2017/18	Dir Env		S&C	PPM programme completed - assurance update report to Safety & compliance	Mar-18	~	not rated		
45	4a	Implement formal chief nursing information officer (CNIO) role	CIO	CNO	FIC	Implement formal chief nursing information officer (CNIO) role	May-17	CNIO appointed and in post.	complete		Apr-17
46	4a	Updated digital strategy (implementation dependent on securing funding - to include in ITFF and other bidding opportunities to be pursued).	CIO		FIC	Board development session	Jun-17	Scheduled 5th June Board development session	green		
47	4a	Updated digital strategy (implementation dependent on securing funding - to include in ITFF and other bidding opportunities to be pursued).	CIO		FIC	Formal Board approval of updated digital strategy	Sep-17	~	not rated		
48	4a	Completion of ICT infrastructure improvement programme	CIO		FIC	Completion of ICT infrastructure improvement programme	Jul-17	Plan in place with robust programme management and weekly Exec level review. However residual risk of further delay remains.	red		
49	4a	Procurement and implementation of new cancer information system	CIO		FIC	CIS capital funding secured	May-17	Capital funding agreed from brought forward 2016/17 ITFF funding.	complete		May-17
50	4a	Procurement and implementation of new cancer information system	CIO		FIC	CIS implementation plan approved by TEC	Jul-17	~	not rated		
51	5a	Develop and deliver ED workforce transformation plan	DD USC	CMO	PSE	Plan/business case for TEC review.	Jul-17	~	not rated		
52	5a	Develop and deliver ED workforce transformation plan	DD USC	CMO	PSE	Implementation milestones TBC - to be monitored via TEC with quarterly updates to Trust Board	TBC	~	not rated		
53	5a	ED infrastructure improvements	DCEO	CFO	FIC	Submit bid for GP streaming capital	Apr-17	Bid submitted but not successful; other funding routes to be explored.	complete		Apr-17
54	5a	ED infrastructure improvements	DCEO	DD USC	FIC	Develop bid for phase one 'do minimum' improvement works for ED	May-17	Revised plan for phase one redevelopment developed - submitted to NHS E as requested. Business Case to be developed for TEC review.	green		
55	5a	ED infrastructure improvements	DCEO	CFO	FIC	Implementation TBC once capital confirmed	TBC	~	not rated		
56	5b	Develop an RTT delivery work plan to address gaps in controls and assurance and embed new processes implemented in 16/17 (including actions from audit recommendations)	Dir Perf	COO	TEC	Develop an RTT delivery work plan to address gaps in controls and assurance and embed new processes implemented in 16/17 (including actions from audit recommendations)	Jun-17	~	not rated		
57	5b	Delivery of improved performance against Breast Symptomatic 2 week wait standard, develop a joint action plan with HVCCG	Dir Perf	COO	TEC	Delivery of improved performance against Breast Symptomatic 2 week wait standard, develop a joint action plan with HVCCG	Jun-17	Draft plan developed for review by Beds and Herts Cancer Action Group. WHHT sign off via June TEC performance review.	green		
58	5b	Ensure the Trust has a robust two year CIP programme (to include retender of soft FM, back office, DTOC reduction and agency cost reduction).	CFO	CIO	FIC	Develop 2 year CIP plan with clear implementation milestones.	Oct-17	~	not rated		
59	5b	Commission independent review of cost of back office function metrics (e.g. IT) to support more targeted interventions.	CFO		FIC	External report commissioned.	May-17	Review commissioned and fieldwork underway.	complete		May-17
60	5b	Commission independent review of cost of back office function metrics (e.g. IT) to support more targeted interventions.	CFO		FIC	Action plans to be agreed with relevant directorates following receipt of report.	TBC	~	not rated		
61	7a & 7b	Develop applications for loan finance to cover revenue deficit and capital expenditure plans	CFO		FIC	ITFF application submitted.	Jul-17	~	not rated		
62	7a	Develop SLR and cost benchmarking capability to support efficient use of resources and identification of opportunities for CIP.	CFO		FIC	Develop SLR and cost benchmarking implementation / roll out plan for approval by TEC.	Jul-17	~	not rated		
63	7a	Review of staffing establishment levels to respond to efficiency challenge and NHSI challenge to Trust's high staff costs.	CFO		FIC	Commission external review of staffing levels	Jun-17	~	not rated		
64	7a	Review of staffing establishment levels to respond to efficiency challenge and NHSI challenge to Trust's high staff costs.	CFO		FIC	Report and implementation milestones TBC	TBC	~	not rated		
65	7a	Strengthen contractual risk assessment, mediation and arbitration processes.	CFO		FIC	Commission third party expertise to strengthen contractual risk assessment, mediation and arbitration processes.	Jun-17	Invitations to tender issued.	not rated		
66	7a	Strengthen contractual risk assessment, mediation and arbitration processes.	CFO		FIC	Action plan / implement recommendations	TBC	~	not rated		
67	7b	Internal audit of costing, tendering and control of estates capital projects	Dir Env		FIC	Actions to be implemented as agreed from audit outcome	TBC	RSM commissioned to undertake audit. Field work complete.	not rated		
68	7b	Strengthen capital programme delivery (environment)	Dir Env		FIC	Recruit capital programme manager & retender call off contract for project support.	Sep-17	~	not rated		
69	8	Re-boot 'visible leadership' programme	Dir Comms		TEC	Proposed approach to be presented to TEC for approval.	May-17	Scheduled for the 31st May.	green		
70	8	Stakeholder strategy and action plan	Dir Comms		PSE	Finalise strategy and action plan for approval by PSE and Trust Board.	Jul-17	~	not rated		

1	1	Improve complaints performance	CNO		S&C	Review & update KPI's for Board IPR	Jul-17	~	not rated		
71	8	Stakeholder strategy and action plan	Dir Comms		PSE	Implementation milestones TBC	TBC	~	not rated		
72	8	Comprehensive communications plans for four major strategic issues	Dir Comms		PSE	Comprehensive communications plans for four major strategic issues (STP, SOC, Hemel SOC, RFH partnership)	Jun-17	~	not rated		
73	8	Intranet update	Dir Comms	CIO	PSE	Business case to be reviewed and updated.	Oct-17	~	not rated		
74	8	Intranet update	Dir Comms	CIO	PSE	implementation TBC following confirmation of funding	TBC	~	not rated		
75	8	Trend analysis of communications KPIs	Dir Comms		PSE	Bi-annual updates to Trust Board	Oct-17	~	not rated		
76	8	Trend analysis of communications KPIs	Dir Comms		PSE	Bi-annual updates to Trust Board	Apr-18	~	not rated		
77	9	Mobilise Acute Transformation Programme Board & additional internal programme delivery capacity to support development of outline business case and associated service transformation.	DCEO		FIC	SOC Approvals process (HVCCG, STP, NHSI, DH & Treasury)	Oct-17	Key risks relate to alignment with STP as STP model is financial and does not include detailed activity model. Ongoing liaison with NHS I on approvals process .	amber		
78	9	Mobilise Acute Transformation Programme Board & additional internal programme delivery capacity to support development of outline business case and associated service transformation.	DCEO		FIC	Mobilise additional internal programme team capacity & programme management structures	Oct-17	TEC agreed funding to mobilise additional internal capacity and capability in April 2017. Recruitment process initiated May / June 2017. Aim to have substantive team in place by October 2017.	green		
79	9	Establish Partnership Board with Royal Free London	DCEO		TEC	Scope potential opportunities and agree work plan	Jul-17	TOR agreed and meeting schedule in place. First meeting held May 17 and priority areas agreed for further scoping.	green		
80	10	Implement new STP governance arrangements with strengthened PMO to support delivery.	CEO	STP CEO		Implement new STP governance arrangements with strengthened PMO to support delivery.	Jul-17	New STP governance arrangements agreed in principle - currently being implemented.			
81	10	Implement new STP governance arrangements with strengthened PMO to support delivery.	CEO	STP CEO		Ensure visible leadership contribution from WHHT to STP work streams - agree WHHT nominees.	May-17	WHHT CEO SRO for urgent and emergency care and IM&T, Deputy CEO SRO for estates and capital work stream. WHHT Chair attends STP Oversight Committee. Active input from CMO and CFO and other Execs to relevant work streams. Suggested WHHT representatives have been provided to STP PMO.	complete		May-17
82	10	Strengthen joint HVCCG and WHHT QIPP Board with clear TOR and increased clinical engagement.	CEO	HVCCG	TEC	Develop joint QIPP work programme and implement. (with agreed delivery milestones TBC)	Jul-17	~	not rated		
83	10	Implement new 'discharge to assess' pathways dependent on agreement of all partners	DIR IC		TEC	Pathway one (discharge home) – pilot started in March. Due for review to inform long term sub contract by July 2017.	Jul-17	~	not rated		
84	10	Implement new 'discharge to assess' pathways dependent on agreement of all partners	DIR IC		TEC	Pathway two (further assessment and / or rehabilitation prior to decision re long term care) – plan to be developed by July 2017. Implementation milestones TBC	Jul-17	~	not rated		
85	10	Implement new 'discharge to assess' pathways dependent on agreement of all partners	DIR IC		TEC	Pathway three (patients expected to need a long term placement). Transition hub to be developed / implemented by July 2017.	Jul-17	~	not rated		