

WELL LED FRAMEWORK REVIEW JUNE 2017

ACTION PLAN

No.	KLOE	Recommendation	Accepted?	Action	Start date	Due date	Accountable	Responsible	Status	Comments	Evidence
NR1	KLOE 1	Establish a forward development programme aimed at further enhancing cohesion and effectiveness of the Board (previous recommendation PR5).	Y	Development programme to be agreed at board strategy day	18 Aug 2017	31 Dec 2017	Tessa Green	Helen Essex Director of HR	Completed		Y
NR2	KLOE 1	As part of the talent management approach, ensure appropriate succession plans for all senior leadership positions and identify potential vulnerabilities so that targeted training can be provided to individuals and their teams in conjunction with a formal leadership programme.	Y	Consider if a formal deputy for DoN needs to be identified	1 Sep 2017	31 Mar 2018	David Probert	Tracy Lockett	Completed		Y
				Consider if a formal deputy for MD needs to be identified	1 Sep 2017	31 Mar 2018	David Probert	Declan Flanagan	Completed		Y
				Talent management arrangements in place	1 Apr 2017	13.11.18	Sandi Drewett	Ruth Ball	Completed		
				Agree approach to succession planning	1 Oct 2017	31 Mar 2018	Sandi Drewett	Ruth Ball	Completed		Y
NR3	KLOE 2	Timelines for the development of supporting strategies which have not been refreshed in line with the revised Trust Strategy need to be agreed.	Y	List of supporting strategies and timelines to be agreed	1 Sep 2017	28 Feb 2018	Johanna Moss	Johanna Moss	Completed		Y
		Additional action raised now strategies have been identified in order to monitor strategy development progress.	Y	To deliver the following strategies and ensure that they align with the overarching trust strategy	1 Feb 2018	As below	Johanna Moss		Completed		
				Nursing and AHP Strategy	1 Feb 2018	31 Mar 2018	Tracy Lockett		Completed		Y
				Membership engagement strategy	1 Feb 2018	30 Apr 2018	Helen Essex		Completed		Y
				Communications strategy	1 Feb 2018	28 Feb 2018	Johanna Moss	Simone Scott	Completed		Y
				Children & Young People's strategy	1 Feb 2018	31 Mar 2018	Johanna Moss		Completed		Y
				R&D Strategy refresh	1 Feb 2018	31 Oct 2018	Peng Khaw		Completed		Y
				People strategy	1 Feb 2018	28 Feb 2018	Sandi Drewett		Completed	Final sign off April board meeting	Y
				Estates strategy	1 Feb 2018	TBC	Kieran McDaid		Not started	2019	
				Education strategy	1 Feb 2018	31 Oct 2018	Nora Colton		Completed		Y
				Organisational strategy refresh	TBC	TBC	Johanna Moss		Not started	2019	
Quality strategy refresh	TBC	TBC	Ian Tombleson		Not started	2019					
Informatics strategy refresh	TBC	30 Nov 2018	Elisa Steele		Completed		Y				
NR4	KLOE 3	Establish a task and finish group to manage the backlog of incidents and consult with Divisional staff on the adoption of a sustainable solution for timely incident review and management.	Y	Head of risk and safety to work with divisions to agree an approach to clearing the backlog and keeping to the target of 15 days	30 Sep 2017	3 Oct 2017	Ian Tombleson	Julie Nott	Completed		Y
				Clear the backlog	3 Oct 2017	31 Dec 2017	Ian Tombleson	Julie Nott	Completed	This will be an ongoing process but being monitored weekly by the risk team.	Y
		Additional action raised as a result of the work done on the incident backlog		Clear the backlog of health records incidents	1 Feb 2018	31 Jul 2018	Ian Tombleson		Completed		Y
NR5	KLOE 3	Introduce quarterly raising concerns reporting to the Board and ensure review by the Quality and Safety Committee and Divisions.	Y	Agree reporting arrangements for staff concerns for board, including divisional management teams and quality & safety committee	1 Oct 2017	31 Jul 2018	Ian Tombleson	Ian Tombleson	Completed		Y
NR6	KLOE 4	Establish core Divisional meetings to ensure a consistent approach to all aspects of governance and performance.	Y	Agree divisional board terms of reference for clinical divisions	1 Sep 2017	31 Oct 2017	John Quinn	John Quinn	Completed		Y
				Divisional boards implemented	1 Sep 2017	31 Dec 2017	John Quinn	John Quinn	Completed		Y
NR7	KLOE 4	Review the terms of reference and membership of the Committees and Trust Management Board in line with the commentary in our report.	Y	Committee terms of reference to be reviewed in early 2018	1 Jan 2018	31 Jul 2018	Tessa Green	Helen Essex	Completed		Y
				Attendance by divisional heads of nursing at TMB to be reviewed.	1 Sep 2017	26 Sep 2017	David Probert	David Probert	Completed		

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NR8	KLOE 5	Introduce a tiered programme of risk management training for all levels of staff which is aligned to revised risk management arrangements, and ensure a timely conversion of all Trust risk registers onto Ulysses.	Y	Corporate risk register on Ulysses	1 Sep 2017	28 Feb 2018	Helen Essex	Helen Essex	Completed		Y
				Review risk management strategy and policy	1 Sep 2017	28 Feb 2018	Ian Tombleson	Julie Nott	Completed		Y
				Add all risk registers to Ulysses	1 Sep 2017	31 Dec 2018	Ian Tombleson	Julie Nott	Completed	Completed for divisions, still some corporate departments to be added.	Y
				Design risk management training for all levels, to include managers, board members and staff. Establish the levels at which staff require training and the training outcomes.	1 Sep 2017	31 Dec 2018	Ian Tombleson	Julie Nott	Completed		N
NR9	KLOE 5	Ensure all significant cost and service improvement schemes are reviewed post implementation in order to assess their impact on quality.	Y	Agree process for ongoing and post implementation assessment of quality impact of CIP schemes	1 Sep 2017	31 Mar 2018	Tracy Lockett Declan Flanagan	Sarah Haspel	Completed		Y

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NR10	KLOE 5	Revise the Divisional Performance Review meetings in line with the commentary in our report.	Y	Review divisional performance review meetings	1 Sep 2017	31 Mar 2018	John Quinn	John Quinn	Completed		N
				Agree if divisional performance meetings for Moorfields Private, Access etc are to be established	1 Oct 2017	31 Dec 2017	John Quinn	John Quinn	Completed		Y
				Agree creation of divisional performance meetings for other areas (e.g. corporate, UAE etc)	1 Oct 2017	31 Dec 2017	David Probert	David Probert	Completed		Y
NR11	KLOE 6	Include benchmarking information and hotspot reporting in the IPR.	Y	To be reviewed as part of the 2018/19 review of the IPR	1 Jan 2018	31 Jul 2018	Elisa Steele	Ranjita Sen	Completed	Conclusion was that the IPR was not the appropriate vehicle for detailed benchmarking and hot-spot analysis but that the RAP narrative would indicate pinch points and specific areas for concern.	N/A
NR12	KLOE 6	Increase the frequency of thematic reporting to the Board and include same causal factor analysis from complaints, litigation and incidents in quality and safety reports with dissemination of key learning and actions to all staff groups.	Y	Agree reporting plan for thematic reports (board, committees, management meetings)	1 Oct 2017	31 Dec 2017	David Probert	Helen Essex	Completed		Y
				Review arrangements for quality and safety reporting	1 Oct 2017	31 Dec 2017	Ian Tombleson	David Flintham	Completed		Y
NR13	KLOE 6	Revise the Finance Report to include key risks, context and activity profiles for variances, and actions that are being undertaken in mitigation of underperformance.	Y	Review finance report content to more explicitly reference risks and mitigations	22 Aug 2017	23 Nov 2017	Jonathan Wilson	Jenny Greenshields	Completed		Y
NR14	KLOE 6	Ensure staff at all levels are sighted on their quality and performance information so that further improvements can be effected.	Y	Divisional performance review implementation	1 Sep 2017	31 Dec 2017	John Quinn	John Quinn	Completed		Y
NR15	KLOE 6	Ensure appropriate oversight and timely progression of the Digital Informatics Strategy with escalation of material delays to the Board.	Y	Confirm and approve final Digital Informatics Strategy and budget	1 Sep 2017	30 Sep 2018	Elisa Steele	Elisa Steele	Completed		Y
NR16	KLOE 7	Adopt the 'You said, we did' methodology for communicating changes that have been made as a result of staff feedback.	Y	Developing a methodology for sharing issues from the staff survey.	1 Nov 2017	31 Oct 2018	Sandi Drewett	Ruth Ball	Completed		Y
NR17	KLOE 7	Establish a forward programme of Governor training to ensure that members are able to fully discharge their duties.	Y	Agree governor training programme for new and existing governors	2 Oct 2017	31 Mar 2018	Tessa Green	Helen Essex	Completed		Y
NR18	KLOE 7	Undertake a stakeholder mapping exercise and identify leads for the management of key relationships.	Y	Undertake stakeholder mapping exercise and identify relationship managers	1 Sep 2017	31 Mar 2018	Johanna Moss	Simone Scott	Completed		Y
NR19	KLOE 8	Review the KPI thresholds for training and appraisals and ensure staff are supported in their personal and professional development.	Y	Review/confirm targets for mandatory training	1 Dec 2017	31 Oct 2018	Sandi Drewett	Ruth Ball	Completed		Y