



MEETING TITLE Public Trust Board		MEETING DATE 29/01/2013	
TITLE of PAPER		Service Transformation Programme Progress Update	PAPER REF 5.2
STRATEGIC OBJECTIVE		<ul style="list-style-type: none"> All 	
PURPOSE OF THE PAPER		This paper provides the Trust Board with an update on the Service Transformation Programme.	
For Approval		<input type="checkbox"/>	For Assurance <input checked="" type="checkbox"/>
For Decision		<input type="checkbox"/>	Discussion/Information <input type="checkbox"/>
AUTHOR / LEAD	Steve Page, Executive Director of Standards and Compliance	ACCOUNTABLE DIRECTOR	Director of Standards & Compliance
PREVIOUSLY CONSIDERED BY		Committee/Group: Trust Executive Group	Date: January 2013
RECOMMENDATION		<p>It is recommended that the Board:</p> <ul style="list-style-type: none"> Notes and is assured by the progress to date Supports the next steps in the establishment of the Service Transformation Programme. Receives a further update on the programme in 6 months. 	
RISK ASSESSMENT		Yes	No
Corporate Risk Register and/or Board Assurance Framework amended <i>If 'Yes' – expand in Section 4. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Resource Implications (Financial, Workforce, other - specify) <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal implications/Regulatory requirements <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Quality and Diversity Implications <i>If 'Yes' – please attach to the back of this paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
ASSURANCE/COMPLIANCE			
Care Quality Commission Registration Outcome(s)		All	
NHSLA Risk Management Standards for Ambulance Trusts		All	

1. PURPOSE/AIM

- 1.1 This paper provides the Trust Board with an update on the Service Transformation Programme (STP).

2. BACKGROUND/CONTEXT

- 2.1 The IBP describes both the Trust's vision and the strategic objectives for the next five years. In order to deliver these objectives the Trust has begun to establish a STP which will serve as the enabling programme to support the delivery and sustainability of a number of large scale, major change projects.
- 2.2 For service transformation to be sustainable and embedded in everyday business, the following conditions are required:
- Clarity about corporate objectives and priorities.
 - A strong 'golden thread' between the Board strategy as set out in the IBP and department, team and individual objectives throughout the Trust.
 - Robust programme and project management mechanisms to drive the key changes.
 - Effective leadership. at all levels of the Trust to support delivery and to engage and galvanise the Trust workforce.
 - Strong internal internal capacity and capability to support the delivery of change projects, through the development of high level change management skills in a cohort of Trust leaders and a good understanding of service improvement methodology amongst other senior staff.
 - Powerful staff engagement through clear communication of Trust plans, through the involvement of staff in contributing ideas for improvement and in delivery of local improvements aligned to the Trust priorities, and through visible celebration and reward for positive contributions.
- 2.3 The STP is beginning to address each of these key conditions to ensure sustainable change over the coming 5 years, whilst also supporting the delivery of immediate priorities within the current financial year.
- 2.4 The STP is a key element in the Trust's strategy for success. To ensure success, it will also be supported by other developments focused on delivery of Trust priorities, including the further strengthening of lines of accountability through Executive and senior management portfolios, and further development of performance management arrangements, to support delivery of objectives and to

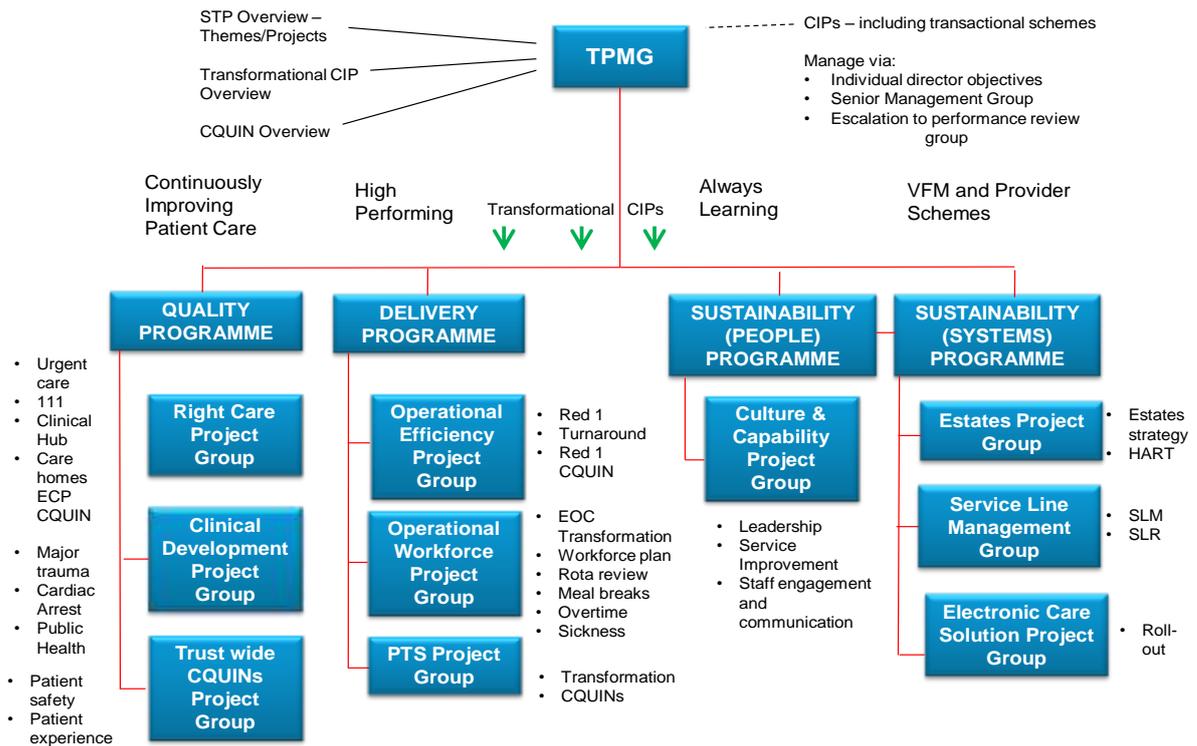
ensure swift escalation and action where objectives are not being delivered.

3. PROGRESS TO DATE AND CURRENT POSITION

Clarity about corporate objectives and priorities.

- 3.1 The Integrated Business Plan sets out the priority developments for the Trust for the coming 5 years. The STP priorities and project structure are broadly aligned to the IBP, but were established whilst the IBP was under development. The range of projects identified when the STP was established are monitored through a programme dashboard, which is reviewed at each meeting of the fortnightly Transformation Programme Management Group. The dashboard report is included in the Integrated Performance Report, which is reviewed in the Public Board meetings. This dashboard is reproduced in Appendix 1 and provides an overview of the current position with regard to the key projects.
- 3.2 The IBP has been refined during 2012 and now provides a clearer framework for the STP and it is proposed that a revised programme structure will be established from April 2013, which will support:
- Greater alignment of the STP to Trust strategic objectives and the key themes of the NHS Planning Guidance.
 - Clearer alignment of projects across the programme
 - Improved visibility of Executive and senior manager accountability
 - Greater clarity about outcomes in terms of financial benefits associated with CIP and CQUIN schemes, and of quality improvement, for example associated with improvement in relevant Ambulance Clinical Quality Indicators.
 - More structured planning of resource allocation to support key developments. The proposed new programme structure is summarised in figure 1 below.

Figure 1 - SERVICE TRANSFORMATION PROGRAMME 2013/14



A strong ‘golden thread’ between the Board strategy as set out in the IBP and department, team and individual objectives throughout the Trust.

- 3.3 A summary version of the Integrated Business Plan is currently in draft form and this will be a key tool for communication of the strategic priorities through the management structure. A brief reference version is also planned for wider communication to all staff. These documents will be supplemented by systematic communication about the STP through a range of Trust communication systems, aligned to the key messages about the IBP.
- 3.4 In addition to this, priorities within the IBP and STP will need to be built into individual objectives at all levels for the coming year, through the established Personal Development Review process.
- 3.5 External support from Unipart is currently also under discussion, based on their Policy Deployment Matrix approach.

Strong programme and project management mechanisms to drive the key changes.

- 3.6 The programme structure and organisation have been established with reporting arrangements to the Transformation Programme Management Group (TPMG). The programme is currently organised

through four programme groups each containing a range of projects. The projects vary in scale, complexity and timescale to implementation. The four programmes are:

1. Clinical and Quality
2. Enabling and engagement
3. Finance and performance
4. Operations

Leadership for each of the programmes is with the respective Executive Director.

- 3.7 A suite of standardised documents and reporting templates have been agreed and are in use. These provide a streamlined and consistent approach to reporting in an escalating level of detail. The high level dashboard is attached at Appendix 1. This reports an overarching view on the progress against each project.
- 3.8 The resource requirement for the programme has been considered in detail and is currently subject to further discussion through the TPMG and the Trust Executive Group. Existing roles, for example Service and Quality Improvement Managers and project managers, have been refocused to provide project support for key projects. In addition, additional project management support has been recruited to deliver the large scale major change programmes. The targeting of programme support roles is currently being reviewed as part of the refresh of the programme arrangements for 2013/14 outlined in paragraph 3.2.
- 3.9 As part of this development, it is anticipated that the leadership role of the Associate Director of Quality will be strengthened and that she will be supported by a more structured core team consisting of the Transformation Programme Manager, corporate Project Managers and designated thematic programme leads.

Effective leadership. at all levels of the Trust to support delivery and to engage and galvanise the Trust workforce.

- 3.10 Leadership development activity in 2012 focused heavily on the new clinical leadership framework. It is anticipated that this work will continue over the coming months, to ensure that the new framework is fully embedded in practice, and that the new cohort of Clinical Leaders is fully engaged in delivery of the STP.
- 3.11 The development of Clinical Leaders will be supplemented by a broader leadership and management development programme from 2013/14, which is being led by the Workforce and Strategy Directorate team.

- 3.12 The TPMG has agreed the broad approach to strengthening the Trust's leadership capacity and capability. This is based on a blended approach, which includes understanding the skills gap for existing leaders, training, coaching and effective recruitment processes for skills for leadership roles.
- 3.13 The initial work is aimed at middle managers in the specific service lines within the Operations Directorate, at senior and middle management level. The details of the programme are currently being developed for review by the TPMG.

Strong internal capacity and capability to support the delivery of change projects, through the development of high level change management skills in a cohort of Trust leaders and a good understanding of service improvement methodology amongst other senior staff.

- 3.14 The availability of change champions with appropriate level of skills and knowledge in relation to service improvement is integral to the delivery of sustainable change.
- 3.15 One of the programme workstreams is therefore focusing on the targeted development of service improvement competencies for staff in key leadership positions. The Trust is currently undertaking a tender process to identify and secure an external provider to deliver a bespoke programme.
- 3.16 It is envisaged that participants in this programme will be nominated by their respective Executive Directors. They will be supported to work together across organisational boundaries on 'live' Trust projects as part of their training.
- 3.17 One of the criteria for release of participants will also be a commitment to support an agreed level of involvement in ongoing STP developments. This will support the planned development of a service transformation 'academy' – an expanded team of well trained change leaders across the organisation, aligned to the core STP team.
- 3.18 In some areas of the programme, the Trust is drawing on external expert support. An important principle in use of external agencies which has been discussed in the TPMG, is the need to ensure that this support maximises the opportunities for Trust staff to develop their skills and knowledge, and to ensure that the Trust develops its own internal capabilities rather than remaining reliant on external support over the longer term.

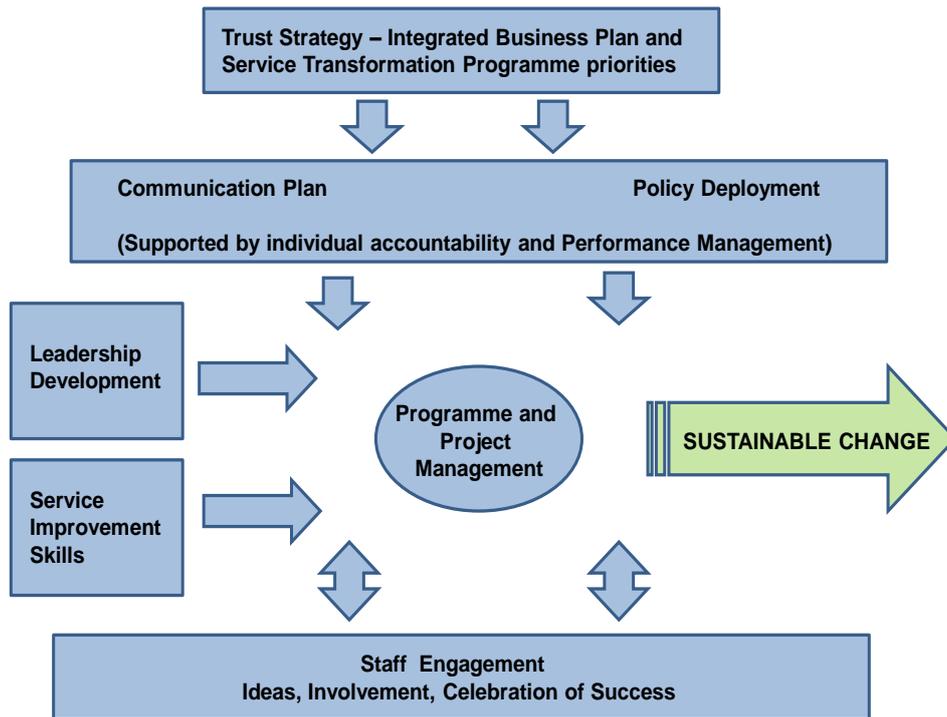
Powerful staff engagement through clear communication of Trust plans, through the involvement of staff in contributing ideas for improvement and in delivery of local improvements aligned to the Trust priorities, and through visible celebration and reward for positive contributions.

- 3.19 A scoping exercise has taken place to explore the most effective ways to engage staff. This included a series of workshops with staff from all levels of the organisation. The learning from these events and the discussions at TPMG have been developed as a proposed communications strategy, which clearly aligns both IBP and STP.
- 3.20 Initial communications and engagement activities have taken place to support various work streams within the service transformation programme and the work currently being finalised will move this forwards within a more coherent and co-ordinated programme, using a range of existing and new communications methods.
- 3.21 Work is continuing to capture and use the ideas for improvement generated through the Clinical Leadership course programme, and this will be supplemented through the planned launch of the Bright Ideas scheme. New ideas from staff will be systematically reviewed to ensure effective uptake and feedback on progress.
- 3.22 The annual 'We Care' awards will reflect priorities and contributions to service transformation, as well as other areas of activity, and the TPMG will consider further opportunities for in-year celebration and reward of success as part of the roll out of the communication and engagement plan.

4. SUMMARY OF NEXT STEPS

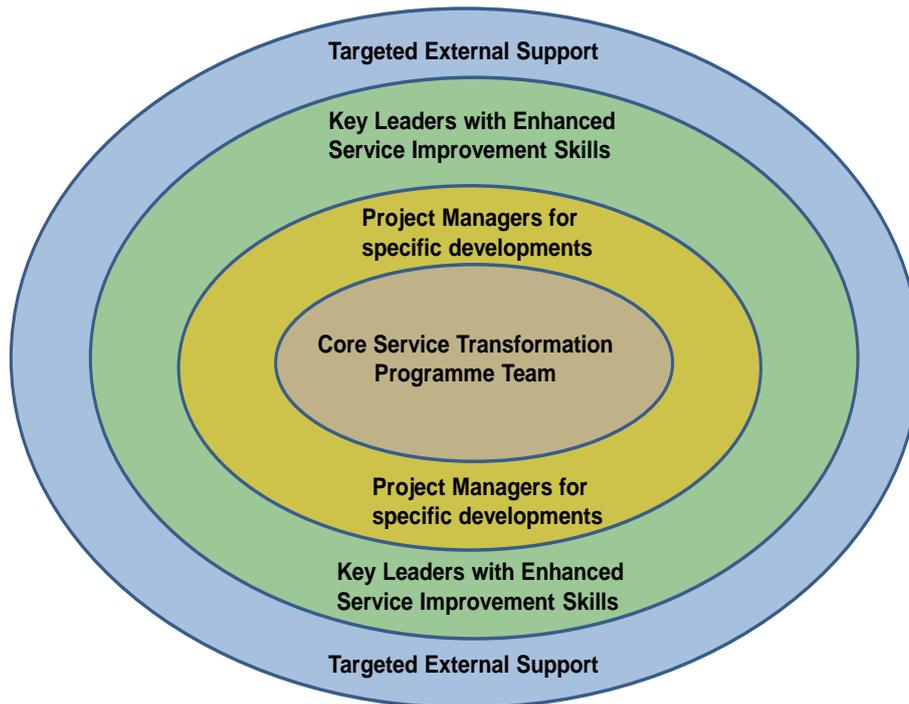
4.1 Further work will be taken forward in the current quarter to strengthen the programme, as outlined in section 3 above. A summary of the STP strategy is provided in figure 2 below:

**Figure 2 – Service Transformation Programme
Change Strategy**



4.2 Work will also continue to strengthen the internal capacity to support the transformation programme. The plan for programme support is outlined in figure 3 below:

**Figure 3 - Service Transformation Programme
Programme Support – Developing a Transformation Programme ‘Academy’**



4.3 There is a recognition that the focus of the STP must be on driving and supporting the key areas of transformational change. This sits alongside, but does not replace other Trust mechanisms for day to day management, performance management and problem solving in relation to delivery of the core service.

4.4 The STP will therefore be complemented by the further development of Service Line Management which is currently under way, by an increased focus on accountability through the management structure, and by ongoing work to strengthen performance management arrangements, as set out in the Performance Management Strategy.

5. RECOMMENDATION

5.1 It is recommended that the Board:

- Notes and is assured by the progress to date
- Supports the next steps in the establishment of the Service Transformation Programme.
- Receives a further update on the programme in 6 months.

6. APPENDICES

Appendix 1 – Service Transformation Programme Dashboard Summary