

To:	Trust Board
From:	Jan Sobieraj
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Title:	Trust Operating Model
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Purpose of the Report:

The purpose of this report is to provide the Trust Board with an update on the 'go live' of the Trust Operating Model, the implementation of the new ways of working and the ongoing transitional activities to embed the model.

The Report is provided to the Board for:

Decision		Discussion	✓
Assurance		Information	✓

Summary/Key Points:

- Trust Operating Model 'go live'
- Implementing of the new ways of working
- Transitional activities to embed the model

Recommendations

- That the Trust Board acknowledges and endorses the go live for the Trust Operating Model, from the 1st April 2019.
- That the Trust Board notes the progress of implementation of the Trust Operating Models' structure and planned actions for embedding the 'new ways of working'.
- That the oversight of the implementation and the Transition Plan of the TOM and new ways of working will be the responsibility of the Trust Management Group reporting through to the Workforce, Organisational Development and Transformation Committee.

Strategic Risk Register

The Trust Operating Model will provide the opportunity for the Trust to deliver the 2021 Strategy and Vision through more efficient and effective services supported by improved capability of our people.

Performance KPIs year to date

The key performance indicators will be monitored through the Performance Review Meetings as part of the performance management framework, which forms part of the new ways of working.

Assurance Implications

This paper forms part of the governance assurance of the Trust for the implementation of the TOM.

Patient and Public Involvement (PPI) Implications

There will be further communication and engagement to provide updates to our staff, patients and the public to communicate how the operating model will improve the delivery of our ambitions, provide

improved patient care, performance and value for money.
Equality Impact There will be an Equality Impact Assessment conducted to ensure that inclusivity and the opportunities for improving creativity and improvement are addressed throughout the consultation and engagement process.
Information exempt from Disclosure – No
Requirement for further review? Yes

1. Purpose of the Report

- 1.1 The purpose of this report is to provide the Trust Board with an update of the implementation of the Trust Operating Models (TOM) 'go live' from the 1st April 2019.
- 1.2 This report also provides an update on the implementation of the 'new ways of working' and activities to support the new operating structures.
- 1.3 To provide an overview of the 'Transition Plan' that will manage all the activities that will embed the new TOM from the 1st April 2019.

2 Recommendations

- 2.1 That the Trust Board acknowledges and endorses the go live for the Trust Operating Model, from the 1st April 2019.
- 2.2 That the Trust Board notes the progress of implementation of the Trust Operating Models' structure and planned actions for embedding the 'new ways of working'.
- 2.3 That the oversight of the implementation and the Transition Plan of the TOM and new ways of working will be the responsibility of the Trust Management Group reporting through to the Workforce, Organisational Development and Transformation Committee.

3 Summary of Key Points

Trust Operating Model 'go live'

- 3.1 The TOM 'go live' date was set early in the programme as the 1st April 2019. This has been a complex, inclusive programme, which has aimed to:
 - Move to a new operating model to reduce the tensions that pull service areas into meeting day-to-day activity, at the expense of delivering and driving the transformational changes needed to meet our 2021 vision.
 - Strengthen roles and review team structures.
 - Reconfirm governance new ways of working arrangements.
 - Develop staff to address cultural issues.
- 3.2 Whilst the redesign of our clinical services is dependent upon the wider health and care transformation, through the Acute Service Review (ASR) and the delivery of our Clinical Strategy, reshaping our operating model is our response to facilitating teams

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deliver the day-to-day activity whilst driving the transformational changes needed to meet our 2021 vision.

- 3.3 The TOM Programme Board, who operated as the design authority, had a target to ensure that the new structure remained within the existing structural financial envelope. The Programme outlined the approach to developing the TOM, which is captured in the following diagram, setting out the Service Delivery Model, supported by the layers of new ways of working:



- 3.4 The restructuring of the x15 Clinical Directorates into x4 Divisions, with triumvirate models, supported by x13 Clinical Business Units and 40 Clinical Services has directly affected just over 100 posts.
- 3.5 There has been a rigorous recruitment process, involving a values based assessment centres.
- 3.6 Whilst the TOM is preparing for the 'go live' stage, there will be some posts within the new structures that will not be successfully recruited to, some will be filled on an interim basis. This will form part of our Transition Planning, managed alongside embedding the 'new ways of working'.
- 3.7 To support the 'go live' of the TOM and launching the new Service Delivery Model, there have been TOM Roadshows held at: Pilgrim (Boston), Grantham, Louth and Lincoln. These have been attended by almost 150 people who were given an overview of the TOM, and the new ways of working, and providing an opportunity for a two-way conversation on how it will work. These have provided a rich picture of key questions being asked by our staff and has provided further opportunity to focus on clarifying key points through our communications and engagement approaches. The presentation is accessible on the Intranet, together with being attached as **Appendix A** for information.
- 3.8 There has been a continuous Communications plan to promote the journey of the TOM which will continue to support the Transition plan.

Governance and Reporting Layer

- 3.9 A central feature of the TOM will be its ability to communicate to internal and external stakeholders how the organisation will work.
- 3.10 The Governance and Reporting layer identifies the structure that will manage and maintain the standardised processes of decision-making aligned to roles and responsibilities. The draft documents have gone out for consultation within the Trust, with comments collated and acted upon to finalise the documents outlined below:
- **Governance Guide:** This guide sets out the arrangements for direction and control, decision-making processes and assurance, and is available on the Intranet, together with being attached as **Appendix B**.
 - **Meeting Structures:** This document sets out the meetings to support the future governance from Board level, Corporate/Trust wide management level to Divisional Cabinet level, which will be underpinned by engagement and improved transparency of decision-making. This is available on the Intranet and is attached as **Appendix C**.
 - **Executive Devolution Policy:** This policy sets out ULHTs direction for the delegation of authority and decision-making power to Divisions, including devolution of control through the system of **'earned autonomy'**. This document aligns to the Standing Financial Instructions and is in the process of being finalised.

Process Layer

- 3.11 This layer outlines the specific business planning events, steps, integration points, outcomes and measures, and policies and procedures used to execute the processes of the new ways of working, which includes:
- **Planning Process:** There is ongoing work to refresh our strategic and business planning processes to align to the delivery of the 2021 vision, building on the True North approach, which has refreshed our objectives and outlined our strategic 2021 priorities and annual tactical priorities. The delivery will be monitored with progress and escalations reported through the Performance Review Meetings, Divisional Cabinets and the Trust Management Group. The Board Assurance Framework will monitor the risks to delivery of our 2021 vision.
 - **Policies:** There is a continuing review of the corporate and clinical policies to ensure alignment to the new ways of working and will form part of the new reporting to the Trust Management Group.

Technology Layer

- 3.12 This layer outlines the enabling technology and tools used to support the processes in the new ways of working, which include:
- **Upgrading our Video Conferencing (VC) Capability:** This has been a repeated theme from consultation, to improve our use of VC. There is an ongoing Capital Programme managed by IT to roll out the upgrading of our VC capability, which aims to help avoid unnecessary site-to-site travel. This is an important enabling project, which will improve our communication and support the new ways of working.

- **Agile Working Policy:** This is a policy being developed in two halves. There is the first part which is concentrating on the practical identification of the space utilisation for the new Delivery Structure. This has included identifying the current 'ask' of Divisions and aligning them to the opportunities of the current space available across sites. There is an aim to ensure that we utilise our space more efficiently and cost effectively, whilst supporting our staff in the new Divisions to maximise their performance. The policy development will form part of the Transition Plan for the Trust to develop an Agile Working Policy that will require alignment with our People Strategy and Workforce policies.

Data and Information Layer

3.13 This layer defines the information, reporting and business analytics required to drive better and more timely decision-making across the organisation and with key stakeholders. This includes finance and performance reporting:

- **Information:** The Information Services Team are currently undertaking the interviewing stage of recruitment into analyst roles. These posts will support Divisions with data analytics, together with supporting performance and improvement management within Divisions. This layer has been supported by the Data Quality project, which has reviewed the Trust's KPIs aligned to the 2021 ambitions and priorities. This will be further enhanced by the development and delivery of the Kite Mark for our data.
- **Performance Framework:** To set out the processes and alignment of responsibilities that enable the monitoring of the Trust's achievement against financial, quality and operational performance, enabling appropriate action to be taken when performance against set targets deteriorates. The performance framework has been built around our 2021 vision and the delivery requirements of the True North objectives and priorities, which will demonstrate progress to achieving our 2021 Strategy. The Performance Framework is attached as **Appendix D**.
- **Finance Reporting:** There has been the alignment of reporting to the new Divisions through the realignment of Financial Management structures and business partnering model.

People Layer

3.14 The People Layer defines the organisational structure, skills, capabilities and competencies required to support operational processes and activities, and includes:

- **New roles developed:** Defined in the structure, which will support the development of skills, capabilities and competencies required to support operational processes and activities.
- **Person specifications:** Over 100 roles, with revised job descriptions and person specifications, which have been advertised internally and externally.
- **Rigorous assessment and selection processes:** Supported with assessment centres based on values, resulting in a mix of existing and new staff appointed.

Enabled by

- **Organisational Development Plan:** This plan sits within the overarching framework of the People Strategy, which will support the Divisions. This will focus on 'hearts and minds' to deliver the new ways of working, supported by an emphasis on building the leadership we require in the TOM triumvirates to work effectively within the frameworks being established through direct interventions and coaching, together with team development. Attached as **Appendix E**.
- **Corporate Offer:** Developing the clarity of the corporate functions offer to the Divisions to support the new ways of working, Attached as **Appendix F**.

Next stages

- 3.15 The Transition Plan will be a crucial part of ensuring that we manage the shift from the current to the new structures and ways of working, particularly as from 1st April whilst many members of the new structure will be in place, there will be key members who will not. This will also include a range of engagement mechanisms to ensure that there is broad awareness of the intention of TOM as a means to achieving the changes in the ways of working we need.
- 3.16 There has been ongoing consultation and engagement throughout the development of the TOM and the new ways of working, with the following continuing actions:
- **Team Briefing updates**
 - Continuing updates through the cascade briefings through our Senior Leadership Forum members.
 - **Senior Leadership Forum updates**
 - Overview provided to the forums on updates and progress of implementation of the structures and transition to the new ways of working.
 - **Workshops/Masterclasses/Further engagement from the end of March through to September:**
 - Following on from the Roadshows, we have set up Masterclasses for each of the Divisions, which will run from April through to August.
 - There will be extended invites for corporate functions to be included.
 - The aim is to provide a two-way opportunity to work through the governance documentation in detail, with support from the members of the TOM Board.
 - Extended communication and engagement to support the delivery of the Organisational Development Plan to ensure 'hearts and minds' are focussed on the new ways of working and developing a 'One Team' approach to how we work.
 - **Phased Transition plan**
 - Transition plan developed to manage the continuing implementation of the operational structures from the 1st April until all the posts have been filled.
 - Over the next 6 months, there will be close monitoring of the new ways of working to support the Divisions, which will form part of lessons learned, and further improvements.
 - Finalising the second phase roll out of the Agile Policy for September 2019.

- **Monitoring**

- There will be monitoring throughout the next year to contribute to the annual review of implementation. This monitoring will include assessing against the design authority principles:
 - That it needed to remain within the current costs.
 - Build on clinical directorates and triumvirate model.
 - Smaller number of directorates with specialty focus.
 - Service and delivery is everyone's business – integrated approach.
 - Reduce variation increasing quality and consistency of patient experience and outcomes across sites.
 - Structure to streamline decision-making and facilitate delivery of 2021.
 - Divisions are manageable with increased ability to resolve issues through clear governance giving clarity of autonomy and empowerment, sustainability and ability to build capability.
 - Clarity of performance, planning and earned autonomy through devolution.
 - Technology needs to support new approach.
 - Developing a "one Team" approach.
- There is one more programme Board meeting in April, thereafter, the oversight of the implementation and the Transition Plan of the TOM and new ways of working will be the responsibility of the Trust Management Group reporting through to the Workforce, Organisational Development and Transformation Committee.

Appendices

Appendix A: Roadshow presentation of TOM and the new ways of working

Appendix B: Governance Guide

Appendix C: Meeting Structures

Appendix D: Performance Framework

Appendix E: Organisational Development Plan

Appendix F: Corporate Offers