

### EFFECTIVE BOARD – DEVELOPMENT PLAN JANUARY 2014

Domain	statement	Recommended Actions	Proposed Milestone/ timescale	Priority	Evidence of Improvement/ Assurance	Lead
<b>Capabilities/ Enablers</b>	Staff Would recognise key executives	<ol style="list-style-type: none"> <li>1. Photographs of Executive Team to be on display at all sites</li> <li>2. Photo of exec on chief executive bulletin</li> <li>3. Team Briefs to be introduced at HoDs meetings</li> <li>4. Written team brief with 3 key messages to be distributed with opportunity for feedback upwards Key Messages to include: <ul style="list-style-type: none"> <li>• Patient safety a priority</li> <li>• Valuing staff</li> <li>• Encouragement to speak up/speak out</li> </ul> </li> <li>5. It will be mandatory for managers to attend HoDs and at least two of the executive team</li> <li>6. HoDs list to be reviewed to ensure right target audience</li> <li>7. Only in exceptional circumstances will HoDs be cancelled</li> </ol>	28/02/2014	Urgent	<p>Results of annual and mini-surveys</p> <p>Feedback on patient safety walkabout</p> <p>KPIs on number of emails to Chief executive</p>	Head of Communications

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<b>Capabilities/ Enablers</b>	The board has formally reviewed its effectiveness within the last 12 months and has a development plan in place	1. 1 Review of effectiveness to be undertaken at least yearly 2. The Development Plan to be expanded to include development needs from other interventions i.e. Learning from Francis/Keogh /BGAF/appraisals	30/09/2014	Urgent	Board Development Sessions taken place	Interim Director of Workforce and OD
<b>Capabilities/ Enablers</b>	Clinicians are involved appropriately in all decisions and in delivery of CIP	1. Develop a governance framework for performance	30/06/2014	Medium	Governance framework CSEC and Exec meeting minutes Clinicians presenting business cases	Medical Director
<b>Hold to Account</b>	The same performance issues come up time and time again	1. Action plans to improve performance are updated regularly on progress 2. Action plans are presented to board on a regular basis	On-going	Medium	Covalent reports and deep dive process	Director of Operations
<b>Hold to Account</b>	There is a high dependency on agency staff	1. Spend to continue to be monitored at Board 2. Agree KPI for agency spend to be included in performance report 3. Include additional narrative for reasons of agency usage in performance reports	31/03/2014	Medium	Workforce reports Reduction of agency spend as % of pay bill	Interim Director of Workforce and OD

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<b>Hold to Account</b>	Key performance issues take too long to get under control	1. Hold people to account for improvement against agreed and realistic KPIs	28/02/2014	Urgent	KPIs in place and met	All Directors
<b>Hold to Account</b>	The Board has a full programme of audit for quality but is not always assured that the audit loop has been closed and resultant changes taken place	1. Improve post project Review 2. Define productivity and efficiency measures	TBC	Medium	Regular reporting in place against national and local improvement indicators	Director of Finance
<b>Hold to Account</b>	If asked, all board members would be able to comprehensively describe the same set of risks including clinical risks,	1. Ensure the board regularly review the key risks including clinical risks on a regular basis	30/06/2014	Medium	Mechanism in place for board to assess and understand <b>key risks</b> to the organisation when board discuss assurance framework and or when preparing for external presentations/meetings.	Board Secretary
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<b>Gain Insight</b>	The Board is regarded by key external stakeholders as insular and isolated from the local health and social care community	1. Quarterly meetings with DCC 2. Rules for engagement with CCG to be monitored and reviewed 3. Seek opportunities for feedback from external stakeholders	TBC	Urgent	Feedback mechanism in place	Chief Executive

<b>Gain Insight</b>	Communications in the organisation tend to be one way, from Board to Ward	<ol style="list-style-type: none"> <li>1. See above – introduce mechanism for feedback at HoDs</li> <li>2. Continue with Vision/Values engagement events</li> <li>3. Share results of staff survey and mini surveys asap after results are available in engagement events</li> </ol>	31/04/2014	Medium	2 <sup>nd</sup> round of mini-surveys demonstrate improvement	All directors/DGMs
<b>Clarify priorities and defining expectations</b>	Staff are unclear about organisational priorities and what is expected of them or receive mixed messages	<ol style="list-style-type: none"> <li>1. Communicate objectives through road shows and team briefs</li> <li>2. Periodic checks to be made during walkabout and surveys</li> </ol>	28/02/2014	Urgent	Positive feedback results	Commercial Director
<b>Clarify priorities and defining expectations</b>	The Board has defined the organisations values and actively reinforces them through various means	<ol style="list-style-type: none"> <li>1. Using the feedback from values workshops, define a set of behaviours that can be applied to every role in the organisation</li> <li>2. Incorporate values into appraisals and performance processes</li> </ol>	31/07/2014	Medium	Recruitment, appraisal and performance processes incorporate values based assessment	Interim Director of Workforce and OD
<b>Clarify priorities and defining expectations</b>	The Board has a sophisticated communications plan that uses various means to promote CIP.	<ol style="list-style-type: none"> <li>1. Linked to team briefs</li> <li>2. Emphasis in communications that Trust will deliver quality services “within available resources”</li> </ol>	31/07/2014	Medium	Periodic temperature checks at engagement events/HoDs meetings	Head of communications