

DIRECTORATE OF STRATEGY & PERFORMANCE OBJECTIVES FOR 2008-09

Specific	Measurable	Actions	Resources (external)	Timescale
<p>To have a performance management system and governance structure which enables the Trust Board to complete its annual self certification</p>	<p>To present the dashboard to the trust board each month with sufficient information for the board to discuss progress on performance and decide further actions.</p>	<p>Develop KPIs for each dashboard domain which correctly measure performance that the Board requires to be monitored</p>	<p>Non executive, executive director (and Governor) input to ensure appropriate KPIs are developed</p>	<p>October 2008</p>
		<p>Develop information systems which automatically feed the performance data into the dashboard</p>	<p>IM&T and SLR team input to develop and digitalise the report</p>	<p>October 2008</p>
		<p>Develop reporting timetable to ensure executives and managers develop exception reports, action plans and progress reports on performance management</p>	<p>Directorate management input into the improvement of data quality, the development of exception reports and the development and implementation of performance management plans.</p>	<p>Immediate and ongoing</p>
	<p>To submit the NHS London/ Monitor compliance framework submissions as required by the performance reporting regime.</p>	<p>Collate trust performance information, identify and highlight to the executive committee any risk areas and develop exception reports for submission.</p> <p>Assist directorates in improving performance where required</p>		

Specific	Measurable	Actions	Resources (external)	Timescale
To have a performance management system and governance structure which enables the Trust Board to complete its annual self-certification (cont'd.)	To ensure the trust complies with statutory requirements, contracts with commissioners, FT authorisation and constitution once authorised and any guidance issued by the DoH, NHS London or Monitor as appropriate	<p>Recruit a Trust Secretary who will provide governance and administrative support to the Trust Board and Audit Committee</p> <p>Ensure that the trust board undertakes reviews of the assurance framework, risk register, SIC, SFIs and other statutory documents as required through the year.</p>	<p>Chairman and CEO approval of the job description and involvement in the recruitment process</p> <p>Executive Director assistance where required</p>	<p>Immediate and completed by September 2008</p> <p>Immediate and ongoing</p>
	To ensure the trust remains legally constituted	<p>Recruit a substantive Membership Manager</p> <p>Recruit FT members as per the membership development strategy targets</p> <p>Arrange elections and appointments to ensure all seats on the CoG are filled and reviewed as per constitution</p> <p>Orientate and develop the CoG</p> <p>Assist the CoG in undertaking its statutory functions</p> <p>Review and revise the FT constitution and associated documents annually</p>	<p>Occasional use of Trust legal advisors</p>	<p>Immediate and ongoing</p>

Specific	Measurable	Actions	Resources (external)	Timescale
To develop an integrated business plan (IBP) which can be submitted to Monitor as part of the trusts FT application	Integrated business plan is completed and ready for submission to Monitor by 1 October 2008	Following each board seminar work with the relevant Director to ensure each section of the IBP is updated and edited appropriately to reflect the trust's strategic objectives and performance.	Contribution from colleagues regarding	1 October 2008
		Quality assure IBP ensuring data and information accuracy, cross referencing and stylistic coherence.	Work with IM&T and colleagues on the scrutiny of the assumptions and model	
		Ensure the IBP meets any new submission guidance requirements issued from Monitor	Close working with Monitor and due diligence assessors	
		Ensure the coherence between the IBP and the LTFM	Close working with the finance department	
To develop an interim and long term solution for maternity and neonatal services	Develop a business case which details an option appraisal which enables the Trust Board to decide which solution for maternity and neonatal services should be taken forward	<p>Analyse current and projected activity assumptions and test against PCT Commissioning Strategic Plans and SHA information.</p> <p>Undertake a market share assessment and determine what local providers capacity plans are for future years.</p>	IM&T for the provision of activity information to enable income costing.	June 2008

Specific	Measurable	Actions	Resources (external)	Timescale
To develop an interim and long term solution for maternity and neonatal services (cont'd)		Map activity to minimum space requirements and cost capital required to: 1. Develop capacity on an interim basis 2. Develop capacity on a long term basis	Commission external consultants	Commence in June 2008 – bring long term solution model to TB in Sept 2008
		Develop and cost a phased workforce plan for both the interim and long term solution.	General Manager, Director of Operations, Clinical Director and HR input	Commence in June 2008 – interim to trust board seminar in July 2008 – long term solution to TB in Sept 2008
		Develop a decanting strategy	Director of Facilities, Director of Operations input	To TB Sept 2008
		Progress land sales strategy including a review of services currently based in 'for sale' buildings to enable capital funding of the development	Directors of Facilities and Finance input and commissioning of legal advice and external consultant support	Option appraisal to TB in Sept 2008
		With clinical and service user engagement explore the different models of delivery to inform the option appraisal	Reach a shared understanding of the service drivers and clinical models to inform service specification development.	Completion October 2008
		Develop the I&E finance analysis for each option	Close working with the finance department	Interim to TB seminar in July 2008 – long term solution to TB in Sept 2008