

## WHOLE HEALTH ECONOMY DIAGNOSTIC – WHITTINGTON ACTION PLAN

### Introduction

The Trust will undertake the WHED with the other Trusts in the North Central SHA area between 9 Jan (week 1) and 17 Mar (week 10) 2006. The diagnostic is mandated by the Secretary of State and jointly sponsored by the Department of Health and Monitor, the FT Regulator, with support from the consultancy firm Deloitte. The SHA will be heavily involved throughout, as the diagnostic will cover both the internal practices and position of the trust as well factors affecting it from the wider health sector. The output will be used to assess fitness for purpose for the FT application that was forwarded in January for stage 3A application.

### Project Team and Executive Arrangements

Project Director – Susan Sorensen (Project lead)  
Project Manager – Jon Green  
Financial Lead – Trish Donovan (tbc)  
Governance Lead – Jon Green

The executive monitoring procedures for the diagnostic process will be managed via the Executive Team (ET) through the project team. Business Core Planning Team, augmented by the project manager, will produce the most significant output, the business plan. The newly set up Foundation Trust Project Board (FTPB) will retain board oversight of the process.

### Outputs

The diagnostic concentrates on four areas and uses a mixture of self-assessment, face-to-face interview, documentary submissions and secondary data collection to form its assessment. The primary documentary output for the process is the Business plan that includes current and future financial plans, modelling analysis and risk assessments. The final assessment is conducted in the form of a board-to-board on the 15 Mar; externally assisted preparation for this includes a site visit from SHA, Monitor, Deloitte and Audit commission staff on 27 Jan for key Trust staff and a Non Executive Directors day date tbc. Full details on the actions and responsibilities are shown in annex A, project planning timeline and annex B, DARCI plan.

### Training and Support

Preparation for the diagnostic will include a trust wide education process that will assist the organisation development required for the Trust to evolve into a Foundation Trust. In concert with this general briefing programme a targeted education and training programme will be put together for all board members to ensure their Trust wide knowledge is sufficiently robust. This will take the form of in-meeting presentations, briefing documents and face-to-face Q&A sessions.

In addition to the project team, successful completion of the diagnostic and indeed the FT application process as a whole requires the support of all departments. This particularly includes the Ops dept for performance management and external relations and the Financial dept for the financial model and application of monetary values to risk assurance.

### Summary

The diagnostic process is an important step on the path to FT status and will require a focused effort between early Jan and mid Mar. It will not only give a strong indication of our preparedness for the FT application process but also lay the groundwork of the Trust wide education process.

### Annexes:

- A. Project Plan (tabulated)
- B. DARCI Planning tool
- C. Site Visit interview schedule –27 Jan – *see separate appendix 3*
- D. Project Plan (Gantt) – *hard copy only*

Annex A – Project Plan (tabulated)

	<b>MEETINGS</b>	<b>ACTIVITY/ DOCUMENTATION (completed)</b>	<b>BRIEFINGS (completed)</b>	<b>INTERVIEWS/ SUBMISSIONS</b>
<b>9 JAN</b>	BPT (project brief)	Project Plan v1 ( <b>JG</b> )		
<b>10 JAN</b>	ET (agenda: project plan/ DARCI)			Document templates received from Deloittes/SHA
<b>11 JAN</b>		Brief & train prog ( <b>JG</b> )		
<b>12 JAN</b>		All templates checked and distributed		
<b>13 JAN</b>		Strategy, PBr, diagnostics & GP ( <b>project team</b> ) briefs for staff		
<b>16 JAN</b>	BPT	Subject 2 ( <b>see DARCI</b> )	Wk2 subject – initial briefs	
<b>17 JAN</b>	ET (agenda: brief & train prog)		ET site visit brief ( <b>project team</b> )	
<b>18 JAN</b>	TRUST BOARD (agenda: PSP presentation/ Project plan+ brief & train prog/ SUI rpt (pt 2))		See Trust board	Board observation by diagnostic team (1)

	FTPB (agenda: terms of ref/ process overview/ project plan)			
<b>19 JAN</b>				
<b>20 JAN</b>		Draft SDS		
<b>23 JAN</b>	BPT	Project Plan v2 ( <b>JG</b> )	Wk3 subject – vision/ strategy/org capacity	
		Subject 3 ( <b>see DARCI</b> )		
		Draft Governance template		
		Draft external relations template		
<b>24 JAN</b>	ET (update plan/SDS)			
<b>25 JAN</b>			Forum brief ( <b>DS</b> ) – strategy, PBr, diagnostic	
<b>26 JAN</b>		Link articles – Strategy/PBr/ Diagnostic ( <b>project team</b> )	Divisional, Clinical and Dept briefs complete ( <b>all directors</b> ) strategy, PBr, diagnostics	
<b>27 JAN</b>		Performance and health care updates ( <b>see DARCI</b> )		SITE VISIT DAY – see annex C
		Board templates checked		
<b>30 JAN</b>	BPT	Subject 4 ( <b>see DARCI</b> )	Wk 4 subject – business plan/financial info/risk	<i>Board operations templates completed (on-line)</i>
<b>31 JAN</b>	ET			

<b>1 FEB</b>	HMB (feedback of visit day/ project update)			
<b>2 FEB</b>	FTPB (risk template/completed SDS/LTFM/project plan)	Governance template returned		
		LTFM (hist/curr)		
		SDS final		
		Activity templates checked		
		Draft LTFM (Fut)		
<b>3 FEB</b>		External relations templates		Governance self assessment complete
		Draft Risk templates		LTFM template (future) completed
				LTFM template (history/current) completed
				SDS completed/submitted
				External relations templates forwarded
				Activity templates complete
<b>6 FEB</b>	BPT	Project Plan V3 ( <b>JG</b> )	Wk 5 subject – audit/clinical governance /performance	
		Subject 5 ( <b>see DARCI</b> )		
<b>7 FEB</b>	ET (risk templates)			
<b>8 FEB</b>				
<b>9 FEB</b>				
<b>10 FEB</b>		Dummy board preps complete ( <b>project team</b> )		
<b>13 FEB</b>	BPT	Subject 6 Dummy Board	Wk 6 subject – seminar	<i>Clarification meetings</i>

			prep and review	<i>Risk templates complete</i>
<b>14 FEB</b>	ET			
<b>15 FEB</b>	TRUST SEMINAR Dummy board to board			
<b>16 FEB</b>				
<b>17 FEB</b>				
<b>20 FEB</b>	BPT	Subject 7 Review	Wk 7 subject – seminar review	
<b>21 FEB</b>	ET (LTFM/post dummy B2B)		Forum ( <b>DS</b> )	
<b>22 FEB</b>				
<b>23 FEB</b>		LTFM (all)		
<b>24 FEB</b>				<i>Final version of LTFM/SDS</i>
<b>27 FEB</b>	BPT	Subject 8 ( <b>see DARCI</b> )	Wk8 subject – Governance/ PEAT/PPI/ PFI/ external relations	
<b>28 FEB</b>	ET			
<b>1 MAR</b>	HMB (project update)			
<b>2 MAR</b>				
<b>3 MAR</b>		Subject 9/10 ( <b>tbc</b> )		
<b>6 MAR</b>	BPT		Wk 9/10 subject - revision/ misc	
<b>7 MAR</b>	ET			
<b>8 MAR</b>	FTPB			
<b>9 MAR</b>				
<b>10 MAR</b>				
<b>13 MAR</b>	BPT			
<b>14 MAR</b>	ET			

<b>15 MAR</b>	TRUST BOARD (agenda: Q&A session)			BOARD TO BOARD FINAL ASSESSMENT
<b>16 MAR</b>				
<b>17 MAR</b>		Info audit ( <b>see DARCI</b> )		

Note: Items in italics indicate best guess dates awaiting confirmation. Bold type indicates task owner/action required.

Annex B – DARCI Planning Tool

<b>DESCRIPTION</b>	<b>ACCOUNTABILITY</b>	<b>RESPONSIBILITY</b>	<b>CONSULTATION</b>	<b>INFO</b>
Risk register - Development of current risk register to format within risk template including financial information and mitigation planning.	CEO	HR & Corp affairs Dir	Financial dept Medical dir Dir Nursing	ET FTPB Board
Clinical/Staff involvement - Ensure buy in by all staff esp clinical; to include briefings at divisional, forum and clinical levels and link articles.	CEO	Dir of Ops. All Directors/Managers. Project team (for briefing material).	Medical dir (for clinical staff)	ET HMB
Performance management - Update on hospital performance	CEO	Dir of Ops	Ops dept	ET Board
Health care declaration – Current status of 24 standards	CEO	Dir of Nursing	Medical dir	ET
Information audit – Audit of information requirements and any shortfalls in information capture	Fin director	IMT Consult	Ops dir	ET
Project Plan (ch1) - Includes key meeting schedule (1-22), document delivery and, idc, longer term FT targets	Fin director	Ass CEO	FTPB	ET Board
Board preparation - Briefing and training requirements including strategy and risk briefings (see weekly programme below). Targeted meeting agendas for period,	CEO	Project team	FTPB Board members	ET



shown in annex A					
DESCRIPTION		ACCOUNTABILITY	RESPONSIBILITY	CONSULTATION	INFO
Wk 2 16-20 Jan	PSP	CEO	Fin Dir	Dir of Ops	All Board
	Mkt Strat	CEO	Ass CEO/Mkt Mgr Comms mgr	Medical dir HR dir	All Board
	Project info	Fin Dir	Ass CEO	SHA diagnostic team	All Board
Wk3 23-27 Jan	Vision	CEO	Dir Ops	Fin Dir	All Board
	Strategy	CEO	Dir Ops	Fin Dir	All Board
	Organisation Cap.	Chair	CEO	Directors	All Board
Wk5 6-10 Feb	Audit	Audit chair	Fin dir	Auditors	All Board
	Clinical govn	CEO	Dir Nursing Medical dir	Clinical Gov Steering Com	All Board
	Performance	CEO	Dir Ops	Clinical dir	All Board
Wk6 13-20 Feb	Business Plan (incs HR)	Project Director	Project team	Dir Ops HR & Corp Affairs dir	All Board
	Financial Info	Fin dir	Fin dept	Dir Ops	All Board
	Risk	CEO	HR & Corp Affairs dir	Fin dept	All Board
Wk8 27 Feb – 3 Mar	Governance	CEO	Ass CEO	Board/Auditors	All Board
	PPI/PEAT	CEO	Dir Nursing	Ass CEO/Dir Fac	All Board
	PEAT	CEO	Dir Facs	Dir Ops Dir Nursing	
	PFI	CEO	Fin Dir Dir Site comm	PFI project team	All Board
	External relations (eg commissioning)	CEO	Dir Ops	External	All Board
PSP/Activity forecast SDS/LTFM - Current work that will form the basis for		CEO/SHA	Fin director	Fin dept/SHA	ET/SHA

the business plan.				
Business plan (ch5)	Fin director	Ass CEO	Fin dept Ops dept Risk register	ET FTPB
Governance submission (ch6)	Fin director	Ass CEO	Board members	ET FTPB
Service performance (ch11)	Fin director	Ass CEO	Dir of Ops	ET FTPB
Trust external relationships (ch10)	Fin director/Diagnostic team	Ass CEO/SHA	Dir of Ops	ET FTPB

Note: Reference numbers are taken from the diagnostic folder

## Annex C - Site Visit Interview Programme –27 Jan

Time	Meeting Topic	Trust Attendees	Diagnostic Team		Location
			A	B	
0900 – 0945	Diagnostic Process	Executive Team Narendra Makanji, Chair Peter Farmer, Non-executive director Jon Green, Assistant CEO (Project Manager)	✓	✓	'Pink Room' Undergraduate Centre, GNB
0945 – 1045	Chairman and Chief Executive	David Sloman, Chief Executive Narendra Makanji, Chair	✓	✓	Executive Office (DS office)
1045 – 1215	Service Development Strategy Incl. – Overview of PSP, Clinical Engagement, I&E assumptions	David Sloman, Chief Executive Narendra Makanji, Chair Susan Sorensen, Director of Finance Celia Ingram-Clark, Medical Director Tara Donnelly, Director of Operations	✓	✓	Executive Office (DS office)
<b>1215 – 1300</b>	<b>LUNCH BREAK</b>				
1300 – 1345	Historic and Current Financial Position	Susan Sorensen, Director of Finance + Assistant Director Finance	✓		Redevelopment Mtg Rm. Level 2, Highgate Wing
1300 – 1345	Workforce Planning	Margaret Boltwood, Director of Human Resources and Corporate Affairs Tara Donnelly, Director of Operations Celia Ingram-Clark, Medical Director		✓	'Pink Room' Undergraduate Centre, GNB
1345 – 1430	Financial Management Controls	Susan Sorensen, Director of Finance + Assistant Director Finance	✓		Redevelopment Mtg Rm. Level 2, Highgate Wing
1345 – 1430	Clinical Governance	Deborah Wheeler, Director of Nursing and Clinical Development Celia Ingram-Clark, Medical Director		✓	'Pink Room' Undergraduate Centre, GNB

1430 – 1530	Performance Management	Tara Donnelly, Director of Operations David Emmerson Ass Director IM&T	✓		Redevelopment Mtg Rm. Level 2, Highgate Wing
1430 – 1530	Assurance Framework and Risk Management	Deborah Wheeler, Director of Nursing and Clinical Development Margaret Boltwood, Director of Human Resources and Corporate Affairs		✓	'Pink Room' Undergraduate Centre, GNB
<b>Time</b>	<b>Meeting Topic</b>	<b>Trust Attendees</b>	<b>Diagnostic Team</b>		<b>Location</b>
1530 – 1615	Clinical Directorate 1	TBC	A	B	Redevelopment Mtg Rm. Level 2, Highgate Wing
1530 – 1615	Clinical Directorate 2	TBC	✓		'Pink Room' Undergraduate Centre, GNB
1615 – 1630	New Hospital Briefing	David Sloman, Chief Executive Mike Lloyd, Director of Site Commissioning	✓	✓	Executive Office (DS office)
1630 – 1700	Hospital Site Visit	Mike Lloyd, Director of Site Commissioning Phil lent Director of Facilities	✓	✓	Reception Great Northern Building
1700 – 1730	Diagnostic Team meeting	Jon Green, Assistant Chief Executive Peter Farmer, Non-executive director Narendra Makanji, Chair David Sloman, Chief Executive Susan Sorensen, Director of Finance	✓	✓	Executive Office (DS office)
1730 – 1800	Feedback to Chair/ Chief Executive/ Project Lead	David Sloman, Chief Executive Narendra Makanji, Chair Jon Green, Assistant Chief Executive Susan Sorensen, Director of Finance	✓	✓	Executive Office (DS office)
<b>1800</b>	<b>END</b>				