

Board Assurance Framework

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| Trust Board | Item: 21 |
| Date: 1st December 2020 | Enclosure: P |
| Purpose of the Report: <p>The Board Assurance Framework (BAF) enables the Board to review its principal objectives to ensure there are sufficient controls in place to manage the risks to their delivery and to understand the assurance there is on the effectiveness of those controls.</p> <p>This report reflects the objectives approved by the Board in the Patient First Strategy and is closely linked with the significant risks identified at both a corporate department and divisional level through the Trust's risk registers.</p> | |
| For: Information <input type="checkbox"/> Assurance <input checked="" type="checkbox"/> Discussion and input <input type="checkbox"/> Decision/approval <input type="checkbox"/> | |
| Sponsor (Executive Lead): | Susan Simpson, Director of Corporate Governance |
| Author: | <i>Susan Simpson (with input from Executive colleagues)</i> |
| Author Contact Details: | Susan.simpson19@nhs.net |
| Risk Implications – Link to Assurance Framework or Corporate Risk Register: | |
| Legal / Regulatory / Reputation Implications: | |
| Link to Relevant CQC Domain: Safe <input type="checkbox"/> Effective <input type="checkbox"/> Caring <input type="checkbox"/> Responsive <input type="checkbox"/> Well Led <input checked="" type="checkbox"/> | |
| Link to Relevant Strategic Theme: | All |
| Document Previously Considered By: | Executive Management Committee |
| Recommendations: <p>The Board is asked to review the content of this report and to comment on the level of assurance provided with regard to achievement of the Trust's principal objectives.</p> | |

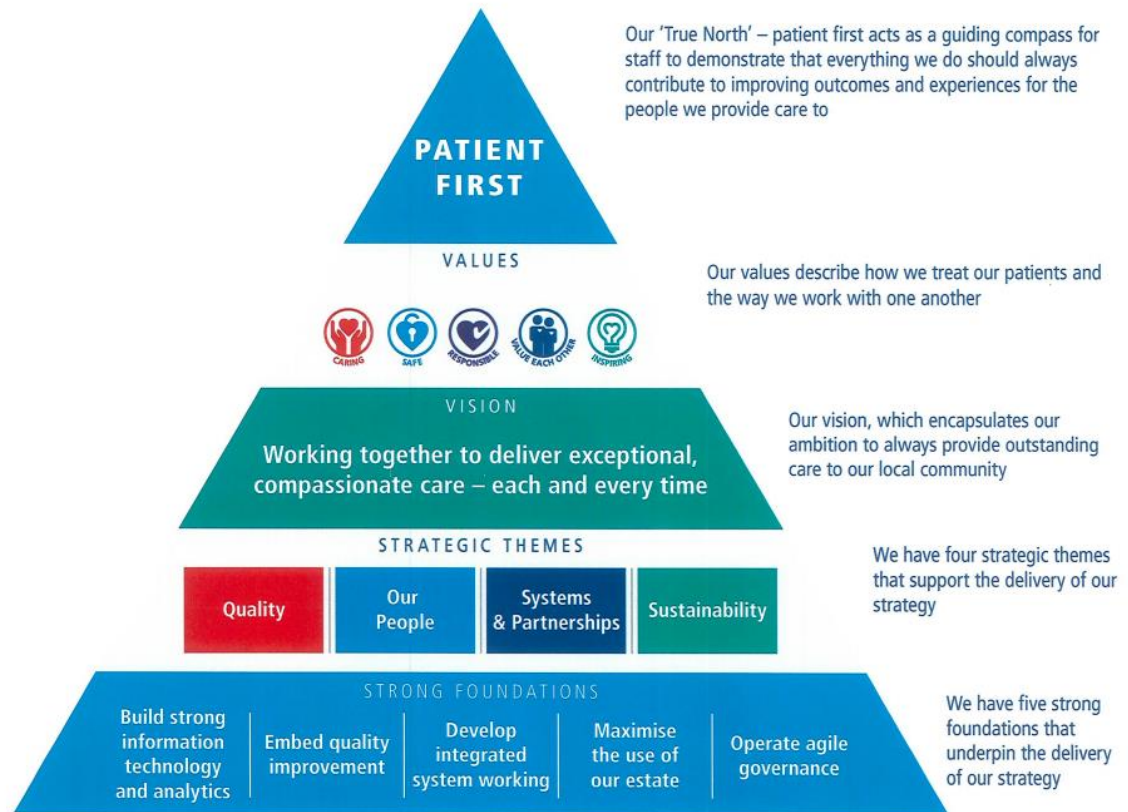
**KINGSTON HOSPITAL NHS FOUNDATION TRUST
BOARD ASSURANCE FRAMEWORK**

Month: October 2020 (M7/2020)

The Board Assurance Framework (BAF) enables the Board to review its principal objectives to ensure there are sufficient controls in place to manage the risks to their delivery and to understand the assurance there is on the effectiveness of those controls.

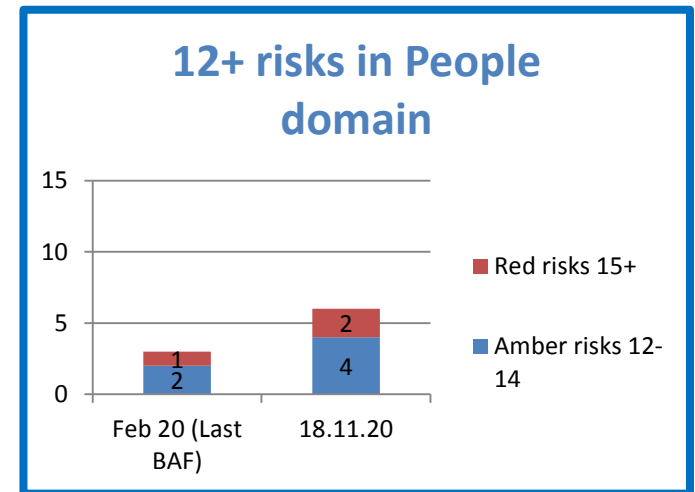
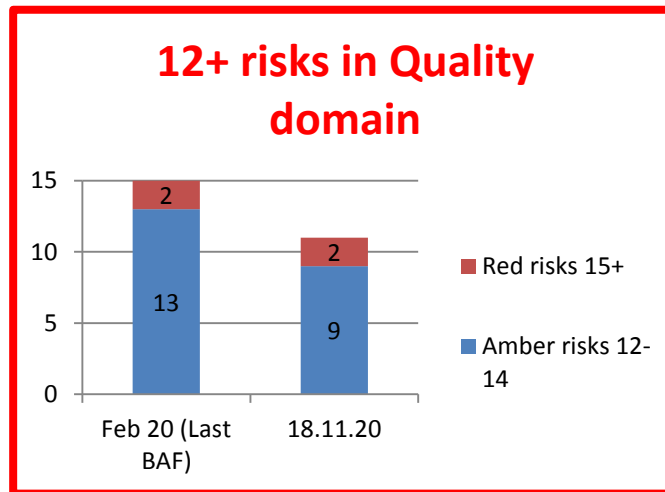
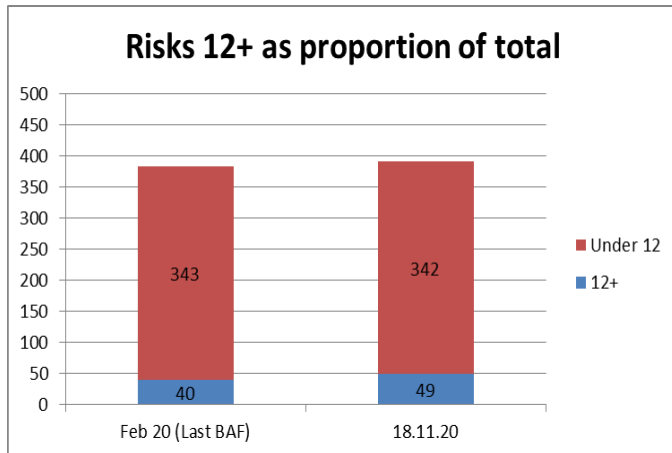
The Board Assurance Framework is closely linked with the Trust Risk Register which reflects significant risks identified at both a corporate department and divisional level.

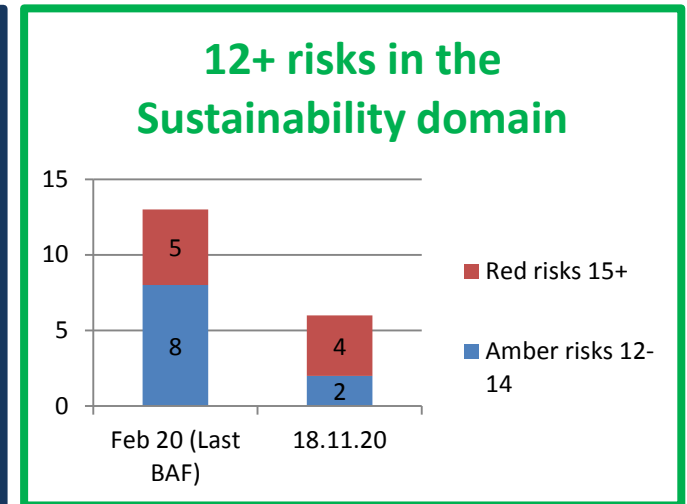
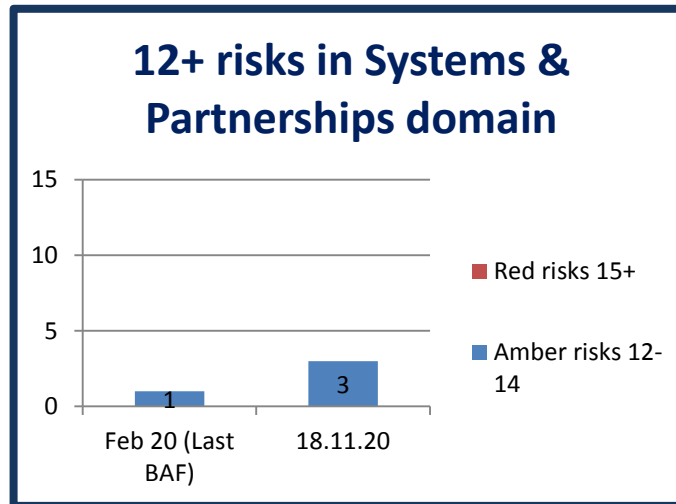
Our True North



Trust Risk Register Overview

As at 18th November 2020 there are 391 open (approved) risks recorded on risk registers across the Trust. 49 of these have a current risk score of 12+. Initial comparison for this month, the first BAF of 2020-21, has been made to the last time the BAF was reported in March 2020 (February data). Graphs will now be updated monthly to show the trends. For the BAF the risks scored 12+ are categorised according to the four strategic theme domains: Quality; People; Systems & Partnerships; Sustainability. The Patient Safety & Risk Management Committee oversees the management of risk within the Trust. A BAF Risk Group is being established from December 2020 to review the reporting of corporate risks through the BAF. The membership of the group will be at Executive level, with the Audit Committee Chair providing Non-Executive input.





| QUALITY - Deliver outstanding care at every hospital encounter We will always deliver safe effective care striving to meet the highest standards expected within the NHS to provide a positive patient experience. Our teams will constantly seek to improve and will be supported by a Quality Improvement culture that is evident throughout the organisation and which draws upon the best evidence available. In particular, We will be an exemplary elective care centre, become the maternity unit of choice in SW London and sustain the Trust's leading position in delivering timely cancer treatments | | | | | | | |
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| Short-term Objectives - October 2020 to March 2021 | | | | | | | |
| Objective 1 | Progress | Objective 2 | Progress | Objective 3 | Progress | Objective 4 | Progress |
| Restore and maintain to the full extent possible, all cancer , elective, outpatient and diagnostic services | On track | Work with GPs and other partner organisations to restore the number of people coming forward for treatment | On track | Expand the 111 First offer to provide low complexity urgent care without the need for an A&E attendance ensuring those who need care can receive it in the right setting | On track | Provide alternatives to patients having to attend physical outpatient appointments | On track |
| | Slippage | | Slippage | | Slippage | | Slippage |
| | At risk | | At risk | | At risk | | At risk |
| | Complete | | Complete | | Complete | | Complete |
| Metrics 2020-22 | | | | | | | |
| <ul style="list-style-type: none"> Reduction in the number of patients waiting for treatment longer than 62 days on an urgent pathway or over 31 days on treatment pathway. 100% of last year's outpatient activity achieved from September 2020 90% of last year's elective activity achieved from October 2020 | | | | <ul style="list-style-type: none"> 60% of all Patient initiated follow up appointments are virtual and at least 25% of new appointments are virtual Patient and staff experience measures for virtual appointments Reduction in number of minor illness attendances in A&E Deliver the quality priorities metrics | | | |

| Monthly Commentary | |
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| What's going well? | What are the current challenges? |
| <ul style="list-style-type: none"> Direct booking from 111 to UTC/ED gone live Comms messaging re 111 First Elective restart programme achieved activity in 90th percentile for outpatient and elective compared with last year | <ul style="list-style-type: none"> Covid-19 pandemic and management of patient flow Changing population behaviour re ED attendance Staff resilience |
| How are we managing the challenges? | Sources of assurance |
| <ul style="list-style-type: none"> Use of New Victoria Hospital to support elective restart Weekend working and additional lists Linking into SW London Comms for joint messaging | <ul style="list-style-type: none"> Metrics in integrated performance report to Trust Board Quality priorities progress report to QAC Transformation programme progress reports to QAC |

| OUR PEOPLE - Be a great and inclusive place to work | | | | | |
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| <p>Our staff will live the values of the organisation and demonstrate the behaviours that underpin them. They will experience a learning culture which encourages them to be their best selves and will have the opportunity to develop their skills and knowledge to build rewarding careers. We will develop diversity across all workforce groups. They will experience a great place to work, where racism, bullying and harassment are not tolerated, where opportunities to develop and progress are open to all, where we invest in our staff and keep them safe, well, and at work, so that they feel valued for the incredible job that they do.</p> | | | | | |
| Short-term Objectives - October 2020 to March 2021 | | | | | |
| Objective 5 | Progress | Objective 6 | Progress | Objective 7 | Progress |
| To develop our response and implementation plan to the People Plan that describes how the organisation will develop and lead its workforce over the next 2-3 years | On track | Agreement to implement the diversity and inclusion plan for KHFT | On track | Agree a refreshed Health and Wellbeing strategy building on lessons from COVID to provide health and wellbeing support to staff | On track |
| | Slippage | | Slippage | | Slippage |
| | At risk | | At risk | | At risk |
| | Complete | | Complete | | Complete |
| Metrics 2020-22 | | | | | |
| <ul style="list-style-type: none"> 5% of advertised roles are using new job plans Achievement of the Flu vaccination target Annual staff survey score to be in the top 5 of the country | | | <ul style="list-style-type: none"> Staff turnover is at target rate for all staff groups and data reporting from exit interview questionnaires indicate positive experiences of working at the Trust Achievement of target WRES and WDES indicator scores | | |

| <ul style="list-style-type: none"> Quarterly pulse surveys on staff engagement | <ul style="list-style-type: none"> Significant reduction in the number of staff reporting bullying and harassment from patients, other staff or managers |
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| Monthly Commentary | |
| What's going well? | What are the current challenges? |
| <ul style="list-style-type: none"> Best acute in England for staff survey engagement Flu vaccination (90%), Asymptomatic testing, Covid vaccination preparation Launch of Recruitment Hub Apprenticeship programme (best spend utilisation in SW London) | <ul style="list-style-type: none"> Maintaining resilience and morale through Covid second wave Capacity of staff to engage in training and appraisals Admin & clerical staff turnover has levelled but is still above target |
| How are we managing the challenges? | Sources of assurance |
| <ul style="list-style-type: none"> KHFT People Plan and Equality, Diversity & Inclusion Strategy approved by Trust Board Workforce Project Plan Planning for digitalisation of workforce processes Targeted interventions with admin & clerical staff cohorts | <ul style="list-style-type: none"> Metrics in integrated performance report to Trust Board Workforce Committee Staff Survey data WRES and WDES data |

SYSTEMS & PARTNERSHIPS - Deliver care that connects between organisations

We will drive integration of our clinical pathways, providing care closer to home. We will fully participate in improving the health and wellbeing of the communities in which we serve and work with partners to reduce health inequalities. We will strengthen and deepen our working relationships with primary, community and social services across the 'place' as well as the SWL Integrated Care system and we will build on our strengths to lead on areas of work across SWL such as elective care.

Short-term Objectives - October 2020 to March 2021

| Objective 8 | Progress | Objective 9 | Progress | Objective 10 | Progress | Objective 11 | Progress |
|------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------|----------|-------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Work with GPs and other partner organisations to ensure the most vulnerable are protected from COVID | On track | Work with community partners to ensure the discharge to assess process is fully embedded. | On track | Lead on the elective recovery programme for SWL | On track | Develop a plan to create an integrated care partnership with our community providers, to provide support to keeping people well and receiving as much of their care in their own homes or in the community as possible | On track |
| | Slippage | | Slippage | | Slippage | | Slippage |
| | At risk | | At risk | | At risk | | At risk |
| | Complete | | Complete | | Complete | | Complete |

Metrics 2020-22

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| <ul style="list-style-type: none"> Reduction in the number of stranded and super stranded patients 140 to 100 and 40 to 20 respectively Local health inequalities plan and metrics in place locally (end of first 6 months) | <ul style="list-style-type: none"> Improved co-ordination of services across primary, community and acute and social care services Achievement of the elective performance metrics Delivery of SWL Elective Programme |
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Monthly Commentary

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| What's going well? | What are the current challenges? |
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| <ul style="list-style-type: none"> • Approval of Patient First Strategy • Board seminar on integration and developing support to explore further • Relationships across primary and secondary care • Leadership of elective recovery programme | <ul style="list-style-type: none"> • Impact of Covid pandemic response • Maintaining efficient discharge processes whilst system is under pressure |
| <p>How are we managing the challenges?</p> | <p>Sources of assurance</p> |
| <ul style="list-style-type: none"> • SW London Covid System calls | <ul style="list-style-type: none"> • Daily Covid sit-rep • Metrics in integrated performance report to Trust Board |

SUSTAINABILITY - Achieve long term financial sustainability

Short-term Objectives - October 2020 to March 2021

| Objective 12 | Progress | Objective 13 | Progress | Objective 14 | Progress |
|---------------------------------------------------------------------------------------------------------------|----------|----------------------------------------------------------------------------|----------|-------------------------------------------------------------------|----------|
| Deliver the financial target by working with partners to support restoration and continued response to COVID. | On track | Reduce our environmental impact as set out in our sustainability strategy. | On track | Achieve financial regime for Kingston within the ICS for 2021/22. | On track |
| | Slippage | | Slippage | | Slippage |
| | At risk | | At risk | | At risk |
| | Complete | | Complete | | Complete |

Metrics 2020-22

| | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> Financial target achieved Efficiencies delivered through SWL Acute Provider Collaborative (APC) Improvements in GIRFT and Model Hospital outcome metrics | <ul style="list-style-type: none"> Delivery of sustainability metrics % Reduction in unnecessary internal tests (to be confirmed) |
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Monthly Commentary

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| What's going well? | What are the current challenges? |
| <ul style="list-style-type: none"> Joint planning dialogue across SW London ICS | <ul style="list-style-type: none"> Balancing Elective recovery with Covid and Winter pressures Loss of income and additional costs linked to Covid pandemic response Adapting to system planning |
| How are we managing the challenges? | Sources of assurance |
| <ul style="list-style-type: none"> Commitment to M9 review across the system | <ul style="list-style-type: none"> Monthly Finance report to Trust Board Finance & Investment Committee SW London NEDs group SW London Recovery Board |