

18 July 2014

Additional information from South Tees Hospitals NHS Foundation Trust

Continuing the journey – supporting transformation

As previously briefed, last week the Board of Directors agreed to support the implementation of the first six workstreams to improve the efficiency of our services, drive out waste and reduce overall cost. Since then we have been hard at work setting up the structure that will support these workstreams, identify future opportunities for efficiency, and equip our staff with the skills and techniques to carry forward this work once our colleagues from McKinsey leave us.

The aim of this briefing is to share some of the new arrangements with you.

Transformation Board

The transformation board will be the primary forum for the transformation programme and is crucial to monitoring the delivery of workstream projects and unblocking barriers to change that will drive out waste, reduce costs and where possible, improve the quality of our services.

It is important that the leaders of our clinical centres – chiefs of services, managing directors and heads of nursing - are fully engaged in this important work, but I am also very aware of not putting extra demands onto our frontline staff at a time when we are trying to work as efficiently as possible. So rather than create a new group we have decided to turn our formal management group into the transformation board.

From the middle of August it will meet each Tuesday from 8am to 9am and all current management group members will be members of the transformation board, with the opportunity for managing directors and heads of nursing to be able to deputise for chiefs of services and assistant/deputy directors to deputise for corporate directors.

At each transformation board meeting a set of workstream leads and sponsors will present on current progress and challenges in their transformation initiatives in a succinct and defined format.

The transformation board will be a constructive forum for accelerating the achievement of our workstream goals and identifying and approving new initiatives.

This arrangement will mean that we can preserve our culture of having clinicians around the table in our key decision making groups, and have every centre and corporate directorate represented at the highest level. The transformation board will report directly to the trust's Board of Directors.

Transformation office

Led by Ingrid Walker, the trust's deputy chief operating officer, and Aaron Bielenberg - the trust's interim chief restructuring officer - from McKinsey, the office has day-to-day responsibility for delivering the workstream plans agreed by the Board of Directors, as well as the trust's annual cost improvement programme.

Working alongside Ingrid and Aaron is a small team of implementation managers that is made up of two groups of people. A minimum of two people will be in these posts full time for two years and others will be seconded for three to four months to provide support to the various workstream projects

The office will co-ordinate the support and training needed by the projects, as well as track progress and work with teams to identify and mitigate risks to delivery or service quality and patient safety. It will draw together expertise from colleagues in the following teams to support the successful delivery of transformational projects:

- The programme assurance office
- IT
- Finance
- HR
- Service improvement
- Communication

Transformation director

As I have previously briefed it is a requirement of our regulator Monitor that we should appoint a transformation director to monitor and report on the delivery of our financial recovery plan. Monitor has put forward two potential candidates for the temporary post and the chair and we will be meeting with them over the next fortnight with a view to making a quick appointment.

We expect them to be with us for around six months, initially two to three days a week. Once they are assured our recovery plan is robust and being delivered their time with us is likely to reduce to one to two days a week.

Transformation programme delivery

The transformation director, board and office are new individuals and structures that we have put in place to support staff across the trust who are working with enthusiasm and commitment on various work stream projects aimed at addressing our difficult financial position and protecting the quality of our services.

Over the last two months of working alongside our colleagues from McKinsey many of us have become familiar with the structures of the first phase of work stream projects and we plan to continue with those structures as we identify new work streams.

For people not yet involved or familiar with the workstreams each has an executive sponsor – currently those roles are filled by our corporate directors, but as we roll out more workstreams there will be an opportunity for chief of services, managing directors, deputy directors and other senior managers to take on these roles that champion projects, provide guidance and ensure alignment with other initiatives.

Each work stream also has a lead manager and/or clinician who work one to two days a week on their initiative with the support of the transformation office.

They each lead a team of people who, depending on the initiative are from a wide variety of professional backgrounds and together they research the issue and devise a solution or transformation change to improve efficiency, drive out waste and, where possible, improve quality.

Each workstream develops a plan that is subject to a quality impact assessment by the medical director Professor Rob Wilson and the director of nursing and quality assurance Ruth Holt, before being put to the Board of Directors for approval.

Under our new structure the implementation plan for each workstream will be monitored by the weekly transformation board.

I hope this briefing gives you an overview of the structure we have put in place to support the transformation work that is vital to the future success of the trust, and we will continue to keep you up-to-date with the progress of Continuing the Journey.

For more detail about any aspect of these structures or the individual work streams then please do look at the Continuing the Journey section on the intranet.

