

2021/2022 Board Assurance Framework - Updated 04 August 2021

Strategic Objectives
1. Delivering outstanding care and experience
2. Working together with local health and social care providers
3. Recruiting, developing and retaining our workforce
4. Improving and developing our services and infrastructure
5. Delivering financial sustainability

Trust Priorities 2021/2022	Strategic Risks	Supporting Objectives 2021/2022	Executive Director	Progress against Measure	Update	Target Date	Assurance Rating
<p>'Recover safely' 'We will work with partners to fully recover services, provide good quality care and experience while addressing health inequalities</p>	<p>103346 103349 103350 103351 103352</p>	Restore and achieve all cancer standards by Q4	COO	Behind	Deterioration in 2WW performance from June which will impact other cancer targets. Cancer improvement plan in place with additional task and finish group to focus on colorectal. It is expected that performance will improve but meeting all standards will be challenging. These standards were not being met before the pandemic.	31/03/2022	A
		Elective activity to exceed pre-pandemic levels	COO	Behind	Activity for Q1 has been broadly in line with recovery plans however this falls below 19/20 baseline position. With 3rd wave of COVID imminent, as well as broader NEL pressures, some elective activity is having to be cancelled which will limit our ability to meet this objective.	30/06/2021	A
		Reduce length of stay for inpatients in our hospitals by Q3	COO	Behind	LoS has increased in June and July as non elective admissions have also exceeded 19/20 baseline. Increase in emergency surgery activity driving large proportion of the increase.	31/12/2021	A
		Introduce a new NHS 111 pathway for emergency care	COO	On track	Implemented at PCH 1/7/21, on track to be delivered at HH from 28/07/21.	31/08/2021	G
		Enhance patient experience and diversity of our patient voice through engagement of minority / hard to reach patient groups	Chief Nurse	On track	The Patient Experience Strategy has been coproduced with PPV partners, approved at PPVP Q1 meeting and also approved at the Nursing and Midwifery Advisory Group in July 2021.	31/08/2022	G
		Evidence good quality of care through reduction of the measure of mortality (HSMR) to below 100	CMO & Dep CEO	On track	On track	31/03/2022	A
		Maximise safety, quality and patient experience in maternity by implementing Ockenden recommendations.	Chief Nurse	On track	On track with Ockenden recommendations. Evidence submitted and awaiting outcome.	31/03/2022	G

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		Put addressing health inequalities at the centre of all our plans and strategies	CMO & Dep CEO	On track	On track	31/03/2022	G
'Celebrate and support our staff' 'We will celebrate our staff and successes and ensure we provide support to our staff and develop them for the future'	103345 103348	Celebrate staff successes	CPO	On track	On track via G20 programme comms. Good news stories and staff awards.	31/03/2022	G
		Introduce individual health and wellbeing conversations by Q1	CPO	On track	Already in appraisal process. Roll out for HBW conversations started in July. National video being used to support the roll out.	30/06/2021	A
		Talent strategy to recruit, develop and retain staff Q2	CPO	On track	On track - talent strategy in development. R&R task and finish group in place.	31/03/2022	G
		Extend e-Rostering to all staff, including Consultants by Q4	CPO	On track	On track - roll out plan in place	31/03/2022	G
		Reduce maternity service vacancies to 5% by Q4	CPO	On track	On track R&R plan in place	31/03/2022	G
		Work with Health Education Institution providers to increase student numbers	CPO	On track	On track	31/03/2022	G
		Widen participation and workforce diversity to recruit staff from local communities	CPO	On track	On track - part of R&R task group.	31/03/2022	G
		Facilitate staff movement between STP healthcare providers	CPO	On track	Complete - STP MOU in place	31/03/2022	G
		Increase agile and flexible working	CPO	On track	Agile working policy in place. Agile strategy work due to start once procurement of partner is completed.	31/03/2022	G
		Achieve Associated University of Leicester status	CMO & Dep CEO	On track	Increase in non-medical students (Leicester).	31/12/2021	G
		Embed quality improvements and transformation as part of our culture and support staff development	CSATO	On track	1. QSIRR to be reestablished. 2. Service Improvement and transformation programme set up with project management in place. 3. Regular TSIB meetings in place chaired by the CEO.	01/12/2021	G

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'Sustainability' 'We will work sustainably to further develop our services, finances and protect the environment'	103343 103344 103353	Commence the new build for Hinchingsbrooke theatres	CSATO	On track	Enabling works commencing in July 2021. On track for FBC submission.	01/03/2022	G
		New Urgent Treatment Centre at PCH	COO	Complete	New UTC on PCH site went live on 1/07/21. UTC Programme Board due to be stood down from 30/07/21 and delivery transition fully into business as usual.	01/06/2021	G
		Shared pathways with system partners	CSATO	On track	1. Diabetes and respiratory pathway in place. 2. Developing BC for Doddington. 3. Heart failure pathway developed and ready for implementation.	01/03/2022	G
		Develop Trust strategy for 2022 -2025	CSATO	On track	2nd Board workshop held in July. 1st draft to Board in October	01/12/2021	G
		Complete Stamford land sale and commence work on the new car park	CMO & Dep CEO	Behind	Frontier Estates have identified signified issues within the ground which has changed their risk profile and therefore delayed the exchange of contracts considerable. Trust has appointed Northmores to support the project management of this scheme.	31/01/2022	A
		Build our plans for maturity as a digital aspirant	CFO	On track	On track	31/03/2022	G
		Go live with the new shared care records with system partners	CFO	Behind	ICS procurement is ongoing (and behind schedule). ICS Digital Enabling Group leading on implementation. Regular updates provided to System Leaders.	30/09/2021	A
		Develop our environmental strategy	CFO	On track	On track	31/03/2022	G
		Achieve financial targets with a focus on the underlying cost base	CFO	On track	On track	31/03/2022	G
		Maximise the use of resources and improve productivity	CFO	On track	On track	31/03/2022	G
		Realise the benefits of our strategic investments	CFO	On track	On track	31/03/2022	G

Strategic Risk	Current Risk Score	Target Risk Score
103350: Risk of patient harm due to the Trust not sustaining effective patient flow which will negatively impact on waiting times, safety, patient and staff experience*.	20	10
103343: Risk to patient and staff safety at Hinchingsbrooke Hospital due to old and non-compliant building*.	20	10
103348: The Trust does not have adequate plans in place to recruit, retain and maintain good levels of staff engagement and staff experience, and this could impact on the delivery of safe services for our patients and on patient experience*.	20	8
103352: There is a risk of non-compliance with regulatory indicators and national guidelines for maternity impacting on patient safety, quality and experience	16↑	4
103349: As a result of the ongoing impact of Covid-19, there is a risk that the Trust is not able to safely restore all local and specialist services to previous levels of capacity which results in increased waiting times and poorer outcomes and experience for patients	16	8

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103353: This is a risk the Trust is unable to achieve financial balance as a consequence of increased resource requirements to meet service pressures and the national financial architecture			15	10			
103344: Major infrastructure outage resulting in a loss of I.T. systems and services impacting the Trust's ability to offer safe and effective patient care.			15	5			
103346: There is a risk that failure to recognise and deliver fundamental standards of care impacting on patient safety, experience and regulatory requirements			12	8			
103351: There is a risk that the recovery of Trust services perpetuates health inequalities			12	8			
103345: The Cambridgeshire and Peterborough STP does not evolve into a fit for purpose integrated care system, leading to polarisation that does not address			9	6			

*Denotes top 3 strategic risk