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Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	28 November 2019	Agenda Item	3.12
Report Title	Transformation Board Update		
Report Author	Dorothy Edwards, Deputy Director of Transformation Charlotte Higgins, PMO Lead		
Report Sponsor	Hannah Evans, Director of Transformation		
Presented by	Hannah Evans, Director of Transformation		
Freedom of Information	Open		
Purpose of the Report	To provide an overview of the establishment of a Transformation Board within Swansea Bay University Health Board to deliver the Board's Organisational Strategy <i>Better Health, Better Care, Better Lives</i> .		
Key Issues	<p>The organisation has an ambitious programme of work to implement the Organisational Strategy and to support this a Transformation Portfolio approach has been adopted to ensure that the organisation is able to effectively deliver its agreed objectives.</p> <p>A Transformation Board has operated since May 2019 and the Board is overseeing implementation of the Clinical Services Plan and a range of enabling programmes which are set out within the paper.</p> <p>To support the approach, some of the existing change management resource within the organisation has been realigned into a single team reporting to the Director of Transformation. A further assessment of capacity and capability has been undertaken and will be considered at the Transformation Board in January 2020 alongside a 'stocktake' of progress.</p>		
Specific Action Required <i>(please choose one only)</i>	Information	Discussion	Assurance
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> • ENDORSE the overall approach to the management of transformation within SBU and the establishment of a Transformation Board chaired by the Chief Executive • NOTE the agreed Terms of Reference of the Transformation Board • RECEIVE a further update in January 2020 and thereafter at alternate Board meetings. 		

UPDATE ON ESTABLISHMENT OF A TRANSFORMATION PORTFOLIO WITHIN SWANSEA BAY UNIVERSITY HEALTH BOARD

1. INTRODUCTION

This report provides an overview of development of a Transformation Portfolio approach within Swansea Bay University and set out progress and key issues since April 2019.

2. BACKGROUND

The Board agreed its Organisational Strategy: Better Health, Better Care, Better Lives in January 2019. In parallel, the Board also agreed a Clinical Services Plan to be delivered over the period 2019-2024. The Executive Team agreed that a new approach to overseeing the implementation of the Organisational Strategy was needed. In early 2019, it was agreed that the Board should adopt a portfolio approach, to bring together its key strategic organisational objectives and priorities under the umbrella of a single Transformation Board.

The purpose of the Better Health, Better Care, Better Lives Transformation Board is to govern Swansea Bay University Health Board's (SBUHB) Transformation Portfolio of Programmes which comprise:

- Clinical Services Plan
- Enabling Programmes eg. Digital Modernisation
- Improvement Boards
- Regional Working, including the ARCH Programme.

The Transformation Board (TB) was established formally in May 2019. The Board meets monthly and includes all members of the Executive Team together with a small number of Programme leads. The Board is chaired by the Chief Executive and reports to the Senior Leadership Team; a map of governance arrangements is included at Appendix 2.

To date, the Transformation Board has met on six occasions and the agreed Terms of Reference are attached at Appendix 1. Programme arrangements have been established around all of the Clinical Service Plan delivery plans and enabling programmes. The role of the four Improvement Boards (which cover unscheduled care, planned care, cancer and stroke) are under review and alignment with Transformation Board or performance management being tested.

Clinical Services Plan (CSP)

The Clinical Services Plan 2019-24 for the population of Swansea Bay University Health Board was approved by ABMU Health Board in January 2019.

The purpose of this programme is to identify, assess, plan and implement the actions required across the Health Board and with partners to deliver our CSP ambitions over the next 5yrs in a coordinated, controlled and considered way within approved time, cost, quality and benefit parameters.

This includes the development of a Regional Clinical Services Plan with Hywel Dda University Health Board and contributing to development of a Regional Clinical Services Plan.

The Transformation Portfolio Board received a detailed update on progress with the CSP (and IMTP development) at its last meeting.

The Transformation Portfolio Board has supported the following decisions and progress:

- Established three overarching CSP Programmes of work: Population Health, Networked Hospitals and Transforming Mental Health and Learning Disability Services
- Confirmed Executive Senior Responsible Officer for each CSP Programme and expectations of the role.
- Aligned programmes that cannot be delivered without working in partnership with new Partnership arrangements established through the Regional Partnership Board (RPB) earlier in 2019. This means that effectively a number of programmes are 'joint' programmes of work that are reporting through the RPB, or dual reporting via the RPB and the Health Board to ensure alignment.
- Ensured that there is a robust and transparent approach to the management of decisions impacting on the delivery of clinical services so that decisions on changes to clinical services or models are aligned with the Clinical Services Plan.
- Assessed implementation of the delivery of the Whole System Cluster Transformation and agreed how governance around cluster development should be strengthened
- Approved the CSP communication and engagement plan which is aligned with the overarching Transformation Portfolio Communication Plan and initiated communication with critical stakeholders.

Enabling Programmes

There are 4 enabling programmes or work packages that report to the Transformation Board as follows:

- Digital (previously informatics) Programme
- Workforce & Organisational Development Forum
- Healthcare Value and Efficiency Programme
- Target Operating Model.

The role of the Transformation Portfolio Board is to ensure that the organisation is aligning its programmes and projects and focussing on where it is prioritising resources. In aligning enabling programmes, the Transformation Portfolio Board recognises that there is a critical inter-relationship that needs to be managed to deliver both the CSP and Organisational Strategy. The Transformation Portfolio Board is not

there to act as a forum for dealing with Business as Usual issues, but to drive the organisation forward in delivering its medium and long term objectives.

Reporting to the Transformation Portfolio Board is via highlight reports and the Board is using PRINCE 2 methodology.

The Transformation Portfolio Board has supported the following decisions and progress in respect of enabling programmes:

Digital

- An assessment of the key transformational digital change programmes in the organisation and the agreement of five overarching themes for digital transformation: patient and citizen empowerment; hospital patient safety and flow; integrated health and care; information & business intelligence; streamlined business processes
- The Digital Programme requested a change in their plan due to facilitate roll out of SIGNAL system to support patient flow. The Board agreed to revise the plan as a result of the SIGNAL roll out.
- An assessment of the potential roll out and benefits of Office 365 will be undertaken in December 2019.

Workforce & Organisational Development

In terms of workforce and organisational development; the Workforce and Organisational Development Forum formally reports to the Workforce and Organisational Development (WOD) Committee. However there is a “dotted line” into the Transformation Portfolio Board as recognition of the critical interdependency of the Workforce and Organisational Development Framework and to avoid the need for establishing another Workforce and OD programme. The key elements of the WOD framework that the Transformation Board will want to focus on are: Shape of the Workforce; Leadership, Culture & Staff Development and elements of workforce efficiency where they support broader transformation change.

Healthcare Value & Efficiency

This programme was established at the beginning of 2019/20 to drive the strategic development and use of the NHS Wales Efficiency Framework and to also to provide leadership around the development of the Board’s Value Based Healthcare (VBHc) work programme which has been extended in 2019/20 through additional WG monies. This programme will be reviewed before the end of 2019/20 in light of the evolution of the efficiency framework and the growing focus on the delivery of VBHc both locally and nationally with the publication of the National VBHc delivery plan. This latter element grows in significance in 2020/21 once the allocation of funding for the Board is linked to the collection of PROMs data within the national priority areas. A review of whether the current governance mechanism is therefore appropriate in light of the increasing focus on both these areas of work within the Integrated Medium Term Plan (IMTP).

Target Operating Model

The Executive Team have committed to the development of a Target Operating Model for the organisation post Bridgend Boundary Change. The model is based on 4 key areas: People, Design, Systems and Partnerships and Process. The initial phase during the summer and Autumn of 2019 has focussed on the development of a new set of management arrangements for the Board and this work will continue throughout the last quarter. However, increasingly over Q4, the focus will be on ensuring that other aspects of the Target Operating Model and ensuring that we develop a 'fit for purpose' organisation that is capable of delivering the Organisational Strategy.

Change Management

To support the establishment of the overarching Portfolio approach, the Executives made a decision to align some of its core transformation resources – namely the Programme Management Office, Value Based Healthcare Team and Improvement Team – under the Director of Transformation. Teams were aligned in June 2019, and since then, work has been taking place to develop an integrated approach to supporting the organisation in managing its change programmes. As part of this work, the team are focussing on developing a unique 'Bay Way' setting out our approach to improvement. This aligns with changes to the national improvement approach as 1000 Lives Campaign becomes Improvement Cymru later in 2019. To support this, a local improvement event takes place on 21st November 2019 where the Transformation Portfolio Board is bringing together its 'improvement champions' in a participative event focussed on skills development.

3. GOVERNANCE AND RISK ISSUES

Governance of the programme has been set out within a governance map and this is attached at Appendix 2.

The Transformation Portfolio Board has developed a risk management map to ensure that all risks and issues identified within the programmes and projects are effectively managed. A Transformation Directorate has been set up on Datix so that all high level risks are managed appropriately and in line with the Health Board's wider risk management strategy.

All Programmes and projects will maintain their own risk and issues log.

4. FINANCIAL IMPLICATIONS

Resource plan

The Transformation Portfolio Board requested a detailed resource assessment to enable the portfolio of work to progress at pace, including the delivery of an ambitious programme of change to implement the Clinical Services Plan. The assessment details a series of options from 'do nothing' through to full implementation which enabled the Board to assess the risk and benefits of the proposed support package.

This assessment has been discussed at Executive Team, and a further update will be provided to the January Transformation Portfolio Board

5. RECOMMENDATION

Members are asked to:

- **ENDORSE** the overall approach to the management of transformation within SBU and the establishment of a Transformation Board chaired by the Chief Executive
- **NOTE** the agreed Terms of Reference of the Transformation Portfolio Board
- **RECEIVE** a further update in January 2020 and thereafter at alternate Board meetings.

Governance and Assurance		
Link to Enabling Objectives <i>(please choose)</i>	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input checked="" type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input checked="" type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input checked="" type="checkbox"/>
	Partnerships for Care	<input checked="" type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input checked="" type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
Health and Care Standards		
<i>(please choose)</i>	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
<p>There are no direct quality, safety or patient experience issues arising from this report. Transforming care and delivery offers significant opportunities to improve quality, safety and patient experience and throughout the establishment of programmes and projects, we will be using Health Board's Quality Impact Assessments to test the ongoing impact of proposed services changes. As part of our emerging improvement methodology we also need to ensure that patient experience is centre stage in our approach to improvement and redesign.</p>		
Financial Implications		
<p>The report discusses an initial resource assessment that was completed to take forward the priorities identified within the Clinical Services Plan and enabling programmes, as well as resource requirements to develop an integrated transformation and improvement approach. This is currently being reviewed and will be considered at the Transformation Board in January. The implications of developing an ambitious programme of work are likely to require additional capacity and skills within the Board and this will need to be assessed as part of developing our medium term plan.</p>		
Legal Implications (including equality and diversity assessment)		
<p>There are no legal implications.</p>		
Staffing Implications		
<p>As set out above, the Transformation Portfolio is likely to require additional resources to drive the organisational objectives and this is currently under review.</p>		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		

The Organisational Strategy sets out our ambition to be a population health organisation; focussing not just on service delivery but on ensuring that we improve the health of the people that we serve. In that respect, its goal is to rebalance our approach to focus on the long term needs of our population as well as delivering health and care over the short and medium term. The Strategy also sets out how we intent to prevent ill-health, by working collaboratively with our partners in Local Government and other organisations.

Organising our delivery into a series of Programmes and Projects that are brought together under a single Portfolio helps us to balance our focus as an organisation and to ensure that we are driven by our objectives which cover each of the 5 ways of working within The Well being of Future Generations (Wales) Act 2015.

Report History	None
Appendices	Appendix 1 Transformation Board Terms of Reference Appendix 2 Transformation Governance Map

Appendix 1

Better Health, Better Care, Better Lives Transformation Board

Terms of Reference

Revision History

Date of this revision: 12/06/2019

Date of next revision: 13/11/2019

Revision date	Previous revision date	Summary of Changes	Changes marked
		First issue	

Approvals

This document requires the following approvals.

Name	Signature	Title	Date of Issue	Version
Transformation Portfolio Board	Tracy Myhill	Chief Executive/ Chair of Transformation Board	12/06/2019	1

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version
Transformation Portfolio Board	Executive Directors	12.06.19	1

1. Purpose

The purpose of the Better Health, Better Care, Better Lives Transformation Board is to govern Swansea Bay University Health Board's (SBUHB) Transformation Portfolio of Programmes which will support the Health Board in delivering its Organisational Strategy. The Portfolio will comprise a series of programmes that will deliver the core objectives of the Organisational Strategy including:

- Clinical Services Plan
- Programmes where we are working in partnership with other organisations including the Regional Partnership Board, Swansea University, our work with other Health Boards and other key partners
- Enabling Programmes that support the Board in delivering its Organisational Strategy.

The Portfolio will oversee a range of initiatives and programmes of work that are linked to the Health Board's core purpose of improving population health and delivering excellent care.

2. MEMBERSHIP

Senior Responsible Owner: Tracy Myhill, Chief Executive

Directors

Tracy Myhill, Chief Executive

Chief Operating Officer/ Deputy Chief Executive /Director of Therapies & Health Sciences

Medical Director

Director of Nursing and Patient Experience

Director of Public Health

Director of Strategy

Director of Finance

Director of Workforce and OD

Director of Corporate Governance

Interim Chief Information Officer

Associate Director for Performance

Chief of Staff

Director of Transformation

Members of the Board

Deputy Director of Transformation

Clinical Service Plan Programme Manager

Deputy Medical Director (Lead for Clinical Services Plan)

Service Director (this will be a role that rotates on a six month basis) and the Service Director will represent all Units. (Morrison will take the lead role for the period June to December 2019).

In attendance

Communications Officer (when appointed)

Other stakeholders will be invited to attend the Board as and when required at the invitation of the Chief Executive.

If unable to attend, members nominate a deputy to attend on their behalf.

3. QUORUM AND ATTENDANCE

Quorum:

The Programme Board will be quorate with 50% of members present including at least the Chief Executive or Deputy Chief Executive.

4. PRINCIPAL DUTIES

The principal function of the Better Health, Better Care, Better Lives Transformation Board is to:

- Establish and oversee a range of programmes that will deliver the Organisational Strategy '*Better Health, Better Care, Better Lives*'.
- Establish programmes and ensure that they have a clear alignment with the strategic direction of the Health Board.
- Manage interdependencies within programmes.
- Develop a critical path for transformational change within SBU Health Board ensuring alignment between the Board's change programmes.
- Ensure that the Programme is affordable, deliverable and governed with reference to appropriate guidance (for example, the 5 case model).
- Manage strategic risks to delivery and determine appropriate management of risks and issues that will impact on the overall objectives ensuring there is a direct correlation with the Health Board Risk Register.
- Provide assurance to the Health Board that the Transformation Programme is delivering its key objectives.
- Ensure that all programmes (and projects) operate within the Board's governance framework and provide assurance that risks are being appropriately managed throughout the span of the programme.
- Hold Senior Responsible Owners to account for the delivery of objectives that have been assigned to individual programmes.

- Ensure that the aims and objectives of the Transformation Programme are effectively communicated with all programme stakeholders including, but not limited to, patients and communities, staff and their representatives, contractors, other Health Boards, Welsh Government and other key stakeholders including partners in the West Glamorgan Regional Partnership Board.

The scope of the Transformation Portfolio will be defined within a Programme scoping document.

5. AGENDA AND PAPERS

Management Co-ordination: Director of Transformation

Secretariat: Programme Management Office

The Portfolio Board will be supported by the Programme Management Office (PMO).

- Reporting into the Board will be primarily in the format of highlight and exception reports.
- The Board may request deep dive reports on an 'ad hoc' basis. The reason for this escalation will be if a programme is off track with significant delays, with risks that impact the critical path.
- In accordance with the programme reporting schedule, Programme Board reports will be submitted to the PMO seven days in advance of the Portfolio Board.
- Actions from the meeting will be distributed within 48 hours of the meeting. Minutes will follow within two weeks of the meeting.
- The PMO will retain a master risk register and issues log. However, each programme will be expected to maintain their own risk register and issues log which will report into the master PMO version
- Papers will be distributed at least 3 working days before the meeting unless there are exceptional circumstances that prevent this. The Chief Executive will agree whether papers can be tabled at the meeting.

6. FREQUENCY OF MEETINGS

The Board will meet on a monthly basis.

7. ACCOUNTABILITY, RESPONSIBILITY AND AUTHORITY

The Transformation Board will have accountability for determining the programmes that are necessary to deliver the Organisational Strategy. As such, the Board will have freedom to determine what arrangements are necessary to enact the strategic direction as agreed by Swansea Bay University Health Board.

The Transformation Board will have responsibility for allocating tasks, making decisions and taking action providing that they are operating within the strategic direction set by the Health Board and complying with relevant guidance, legislation and delegated authority as agreed in the Board's Scheme of Delegation.

8. GOVERNANCE SUB-STRUCTURES

The Transformation Board will oversee a range of programmes and projects as set out within the governance diagram.

9. REPORTING

The Transformation Board will report to the Executive Board. Assurance will be provided to the Health Board via the Partnerships, Planning & Well Being Committee who will receive a monthly update from the Transformation Board.

10. REVIEW

The Terms of Reference will be reviewed every 6 months.

