

# Report to the Meeting of the

# PAPER

BoD 132/2016

(Agenda item: 16)

# Oxford Health NHS Foundation Trust

# Board of Directors

**26 October 2016**

**Board Assurance Framework (BAF) Q2 Report**

**For Assurance and Approval**

**Executive Summary**

This report on the position of the BAF at the end of Q2 is provided in conjunction with the Trust’s annual planning quarterly progress reports and the in-year reporting to NHS Improvement (formerly Monitor). This report provides a summary of recent BAF movement and the full BAF. The Strategic Objectives of the Trust with the relevant BAF risks are listed in Appendix 1 below.

On a net/residual basis, and at a strategic level, the Trust has:

* 3 extreme risks: non-delivery of Cost Improvement Programme (**CIP**) savings; inadequate planning for future workforce requirements; and inability to fill vacancies;
* 9 high risks – of which the risk around data quality and completeness is the most “likely” to materialise; and
* 6 medium risks.

No new risks have been added but the risks around inadequate planning for future workforce requirements and inability to fill vacancies have been escalated from high to extreme risk status.

**Recommendation**

The Board is asked to consider the content of the report to assure itself that the Trust is taking action to mitigate those risks that have the greatest potential to cause the Trust to fail to achieve its objectives.

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**Lead Executive Director: Kerry Rogers, Director of Corporate Affairs and Company Secretary**

1. *A risk assessment has been undertaken around the legal issues that this paper presents and there are no issues that need to be referred to the Trust Solicitors.*

**BAF purpose**

The BAF sets out the strategic risks to the Trust achieving its 7 Strategic Objectives (as set out in Appendix 1 below) and underpins the statutory requirement to produce an Annual Governance Statement which confirms that the Trust is appropriately and effectively governed and managed and maintains a sound system of internal control that supports the achievement of the Trust’s policies, aims and objectives. The BAF also informs the Trust’s strategic development and annual business planning processes.

As set out in the Annual Governance Statement, the system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to: (i) identify and prioritize the risk to achievement of the policies, aims and objectives of the Trust; (ii) evaluate the likelihood of those risks being realized and the impact should they be realized; and (iii) manage them efficiently, effectively and economically. The BAF forms the key document for the Board in ensuring all principle strategic risks are controlled, that the effectiveness of the key controls has been assured and that there is sufficient evidence to support the Annual Governance Statement.

**BAF review and movement**

On a net/residual basis, and at a strategic level, the Trust currently has:

* 3 extreme risks: non-delivery of CIP savings; inadequate planning for future workforce requirements; and inability to fill vacancies;
* 9 high risks – of which the risk around data quality and completeness is the most “likely” to materialise; and
* 6 medium risks.

The extreme risk in relation to non-delivery of CIP savings (at SO 2.3) remains extreme-rated further to discussion at the meeting of the Finance and Investment Committee on 06 September 2016 and the Board meeting in private on 28 September 2016.

The risks around inadequate planning for future workforce requirements (SO 5.1A) and inability to fill vacancies (SO 5.1B) have been escalated from high to extreme risk status further to discussion at the Board meeting on 28 September 2016 and review of Workforce Risks and Issues (Recruitment and Retention) at the Board Seminar in private on 12 October 2016. Updating/checking of controls, assurances, gaps and action updates has taken place across the BAF but particular attention is drawn to the updating of gaps in relation to SO 5.1A-B. At the Board Seminar, the Board requested further follow-up by the end of 2016 and for HR to present a more detailed plan of options, benefits and costs.

Two risks, whilst still high-rated, have been downgraded from major to moderate impact on a net/residual basis following recent developments/assurance updates in these areas: SO 3.2 in relation to innovation and SO 5.2 in relation to Organisational Development and Leadership. Significant developments have taken place in the Trust becoming more innovative and leading edge, for example the successful application to develop a new model of care for low and medium secure adult mental health services (the Thames Valley and Wessex Forensic Mental Health New Care Model). In relation to Organisational Development and Leadership, the Trust has recently been rated as “good” by the Care Quality Commission in relation to being Well Led and examples of development in this area are detailed in the Organisational Development and Leadership Strategy Annual Report which was presented to the Quality Committee on 08 September 2016.

One high risk at SO 6.1 around data quality and completeness remains “likely” to materialise and this is in line with the most recent Internal Audit report into data quality from September 2016, as well as the previous Internal Audit report into information governance and data quality from January 2016. This Internal Audit report and progress against recommendations will be revisited at the Audit Committee meeting on 07 December 2016.

**Position and movement of BAF risks**



The next review of the BAF will be at the Quality Committee meeting on 09 November 2016 and the Quality Committee will be asked to consider refreshing/revising the Target Risk Ratings which need to reflect the realistically acceptable level of risk the Trust is willing to accept in pursuit of its objectives (i.e. the risk appetite or tolerance). In particular where risks have remained high, or extreme, then the risk appetite may need to be adjusted to reflect the tolerance which the Trust has been living with.



**Appendix 1: Strategic Objectives of the Trust with BAF risks**

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| **1. Driving Quality Improvement**  (Goals: patients will be safe from harm; patients will achieve the clinical outcomes they want; and patients and carers will have an excellent experience) |
| ***BAF risks*** |
| 1.1. Failure to: (i) meet consistently quality standards for clinical care; (ii) address variability across quality standards; or (iii) reconcile conflicting quality standards or guidance, will result in poorer outcomes for patients and poorer patient safety and experience |
| 1.2. Failure of service models to deliver an integrated care pathway may mean that the individual needs of patients, including those with special needs and/or disabilities, are not met and that patients are not provided with appropriate access to, and transfer between, services |
| 1.3. Failure to manage change effectively may compromise quality and safety during the transition from current to future service models and compromise staff and stakeholder engagement |
| 1.4. (Formerly 4.3) Failure to ensure patients and carers are involved in managing and leading on their own care could lead to compromising patient outcomes and not delivering sustainable health care |

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| **2. Delivering Operational Excellence**  (Goals: our services will be effective and efficient; information will be translated into knowledge; and our planned surplus will be delivered) |
| ***BAF risks*** |
| 2.1. Failure to put effective governance (both corporate and clinical) arrangements in place may lead to: poor oversight at Board level of risks and challenges; strategic objectives not being established or structures not in place to achieve those objectives; or appropriate structures and processes not in place to maintain the Trust's integrity, reputation and accountability to its stakeholders |
| 2.2. Ineffective business planning arrangements that do not integrate activities at all levels of the Trust may lead to: the Trust being in breach of regulatory and statutory obligations; the Trust failing to achieve its annual objectives and consequently being unable to meet its strategic objectives |
| 2.3. (Formerly 4.2) Non-delivery of CIP savings and productivity gains may lead to: failure to deliver the Trust's financial plans; additional scrutiny and intervention by NHS Improvement (formerly Monitor); insufficient cash generation to fund future capital programmes |

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| **3. Delivering Innovation, Learning and Teaching**  (Goals: the impact of the AHSN, AHSC and CLAHRC will be maximised; we will collaborate in research and innovation; and we will deliver high quality teaching) |
| ***BAF risks*** |
| 3.1. Failure to fully realise the Trust's academic and Research and Development potential may adversely affect its reputation and lead to loss of opportunity |
| 3.2. Failure to be sufficiently innovative and leading edge in its practice may lead to the Trust not being able to keep current contracts or realise its potential in a competitive market |

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| **4. Developing Our Business through Collaboration and Partnerships**  (Goals: we will work in collaborative partnerships; we will maintain and grow our services where we add value; and we will have strong relationship with our stakeholders) |
| ***BAF risks*** |
| 4.1. Failure of the Health and Social Care Systems in which we work to act together to deliver integrated care. Changes in Health and Social Care Systems may impact adversely on the operations of the Trust |
| 4.2. Failure to work collaboratively and effectively with external partners may compromise service delivery and stakeholder engagement |
| 4.3. If the Trust does not proactively engage with its membership, patients and the wider public then this may compromise its ability to listen and respond to feedback, involve stakeholders proactively and communicate effectively and transparently |

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| **5. Developing Leadership, People and Culture**  (Goals: staff satisfaction will be in the top 20% of Trusts nationally; our staff and team will be high-performing; and we will recruit and retain an excellent workforce) |
| ***BAF risks*** |
| 5.1.  A. Inadequate planning for current and future workforce requirements (including number of staff, calibre, skills and training) or ability to respond to changing requirements in a timely manner may lead to: impaired ability to deliver the quantity of healthcare services to the required standards of quality; and inability to achieve the business plan and strategic objectives |
| 5.1.  B. Inability to fill vacancies resulting in the quality and quantity of healthcare being impaired |
| 5.2. Failure to put in place a coherent and co-ordinated structure and approach to organisational development and leadership development may jeopardise: (i) the development of robust clinical and non-clinical leadership to support service delivery and change; (ii) the Trust becoming a clinically-led organisation; and (iii) the Trust becoming a "well-led" organisation under the CQC domain |

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| **6. Getting the most out of Technology**  (Goals: our patients and staff will have the right technology available; our workforce will have the necessary IT skills to do their jobs well; and an outstanding IT service will be delivered) |
| ***BAF risks*** |
| 6.1. Incomplete and inaccurate data and records, both clinical and operational, may lead to: less effective planning and decision-making; lesser control over service safety and quality; lesser ability to drive improvements in safety, quality and productivity |
| 6.2. Failure to meet the key objectives of the project to replace the Electronic Health Record system may lead to: inaccurate patient records; inefficient use of clinicians' time; less safe and lesser quality of care; increased cost of operation through lost opportunities to improve productivity |

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| **7. Using our Estate efficiently**  (Goals: patients and staff will benefit from safe and appropriate environments; our estate will be sustainable and environmentally-friendly; and our estate will be cost-effective) |
| ***BAF risks*** |
| 7.1. Facilities being unsuitable or unfit for purpose may lead to: increased risk to patient safety; lesser quality of care and patient experience; increased cost of operation; breach of statutory requirements |