



<b>MEETING TITLE</b> Trust Board Meeting held in Public		<b>MEETING DATE</b> 28.01.2021	
<b>TITLE of PAPER</b>	Service Transformation Update Report	<b>PAPER REF</b>	TB20.066
<b>KEY PRIORITIES</b>	Generate resources to support patient care and the delivery of our long-term plans, by being as efficient as we can be and maximising opportunities for new funding Create a safe and high performing organisation based on openness, ownership and accountability Embed an ethos of continuous improvement and innovation, that has the voice of patients, communities and our people at its heart		
<b>PURPOSE OF THE PAPER</b>	The purpose of the paper is to: <ul style="list-style-type: none"> <li>Update the Trust Board on the current position and next steps in relation to the Trust Service Transformation Programme.</li> </ul>		
<b>For Approval</b>	<input type="checkbox"/>	<b>For Assurance</b>	<input checked="" type="checkbox"/>
<b>For Decision</b>	<input type="checkbox"/>	<b>Discussion/Information</b>	<input checked="" type="checkbox"/>
<b>AUTHOR / LEAD</b>	Lynsey Bowker – Head of Performance Improvement & PMO	<b>ACCOUNTABLE DIRECTOR</b>	Steve Page – Director of Quality, Governance and Performance Assurance
<b>DISCUSSED AT / INFORMED BY – include date(s) as appropriate [free text - please provide an audit trail of the development(s) / proposal(s) subject of this paper:</b> Service Transformation Dashboard: agreed at TEG 13 January 2021			
<b>PREVIOUSLY AGREED AT:</b>	<b>Committee/Group:</b> Trust Executive Group	<b>Date:</b>	13/01/2021
<b>RECOMMENDATION(S)</b>	It is recommended that the Trust Board: <ul style="list-style-type: none"> <li>Notes the progress across the transformation programmes and other key projects.</li> <li>Notes the development of the PMO and programme and project management assurance processes</li> </ul>		
<b>RISK ASSESSMENT</b>		<b>Yes</b>	<b>No</b>
<b>Corporate Risk Register and/or Board Assurance Framework amended</b>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Equality Impact Assessment</b>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Resource Implications (Financial, Workforce, other - specify)</b>		<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Legal implications/Regulatory requirements</b>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>ASSURANCE/COMPLIANCE</b>			
<b>Care Quality Commission</b>	All		
<b>NHSI Single Oversight Framework</b>	2. Quality of Care (safe, effective, caring, responsive) 6. Leadership & Improvement Capability (Well-Led)		

## **1. PURPOSE/AIM**

- 1.1 The purpose of the paper is to provide an update to Trust Board on the current position and next steps in relation to the Service Transformation Programme and other key projects. The paper also provides a short update on development of the Trust's PMO Model and programme and project assurance processes.
- 1.2 A copy of the Service Transformation dashboard is attached in Appendix 1.

## **2. SERVICE TRANSFORMATION UPDATE**

- 2.1 A strategic review of future Transformation Board structure and form led by TEG is ongoing. Discussion focusses on inter-dependencies across key transformation programmes, with a focus on benefits realisation in line with strategic outcomes. Until this process is completed, progress will continue to be reported in line with the agreed structure of the existing transformation boards, with the addition of the Integrated Urgent and Emergency Care (IUEC) programme including implementation of NHS 111 First. The Service Transformation dashboard, which forms part of a refreshed approach to PMO agreed by TEG, is attached in Appendix 1.
- 2.2 In addition to the transformation programme activity, the PMO team are supporting a number of additional urgent projects, including covid vaccination and asymptomatic staff testing implementation, implementation of enhanced social distancing measures, and the Paediatric Liaison Nurse role pilot.

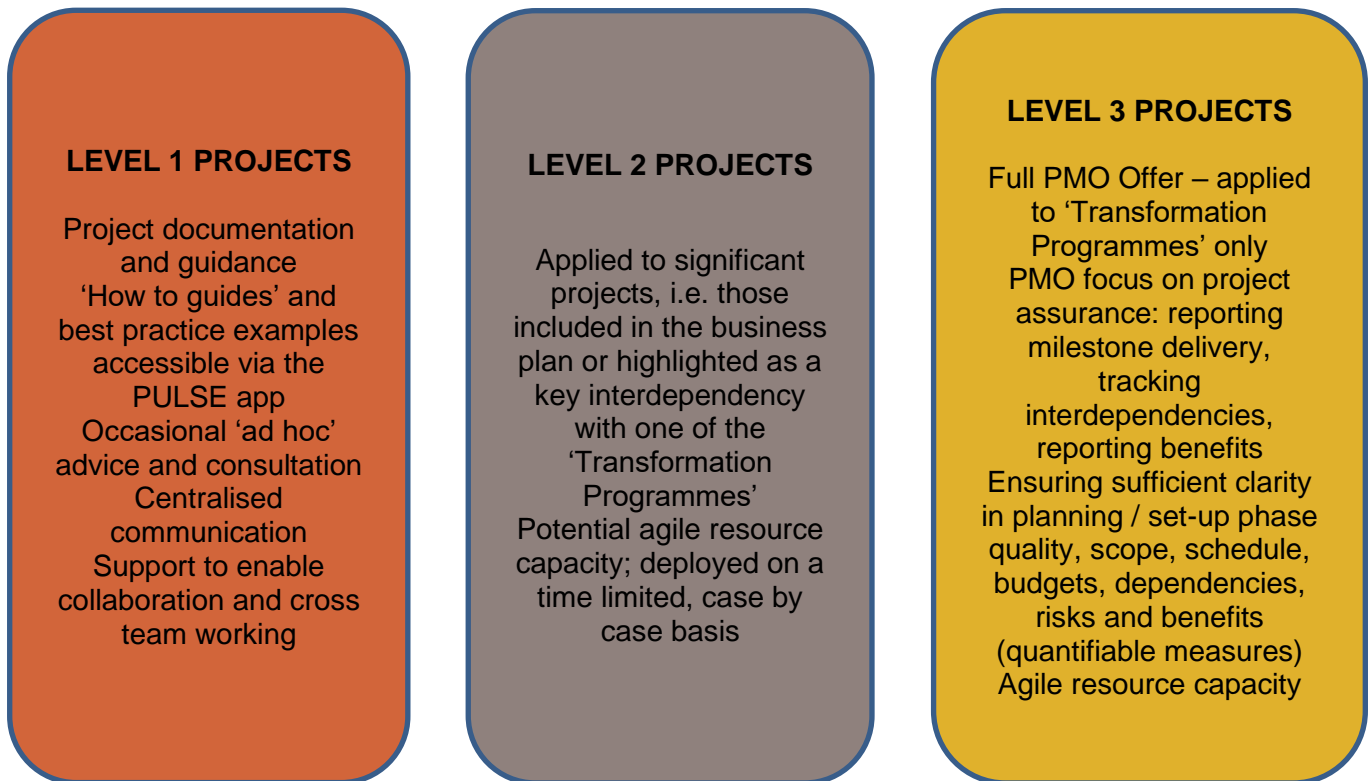
## **3. PROGRAMME MANAGEMENT OFFICE (PMO)**

- 3.1 In a constantly changing environment, it is important we ensure the appropriate level of governance is applied to all projects. To ensure that this is applied consistently, TEG (September 2020) agreed a new PMO model to be introduced organisation wide. The new model includes a standardised set of guidelines covering the main components required to successfully manage a project from scope to closure. It is important that a standardised framework and method of working is adopted across YAS to facilitate the embedding of good practice and continuity of approach for employees working across service areas.
- 3.2 The PMO workbook and handbook has become the YAS way of managing projects and programmes of work across the organisation. The PMO model includes a workbook, training session and toolkit.
- 3.3 The refreshed PMO Model aims to;
  - Provide Project Managers with an understanding of the main components required to successfully manage a project throughout the project lifecycle.
  - Ensure rigour and consistency around transformation programme and project management process, with stronger focus on benefits realisation and project assurance

- Hold the ring on Project Management standards and process, provide an overview of assurance, supporting alignment with wider strategy, facilitating links with wider plans – e.g. talent management and QI

3.4 A key component of the refreshed PMO Model is a support service for project managers or staff tasked with managing projects across the Trust. Key components of the model are shown below in Figure 1.

**Figure 1: PMO Model, Pillars of Support**



3.5 The PMO support service encompasses the following;

- A suite of useful documentation co-produced in workshops with YAS Project Managers to help identify, initiate, set-up, run and manage projects and programmes. The documentation is aligned to the Gate Review process.
- Further enhancements will include a selection of online training, digital apps/tools and project support.

3.6 A review of programme and project management capacity across the Trust is under way, to inform future development.

#### **4. PROPOSALS/NEXT STEPS**

4.1 The PMO will continue to support TEG with the ongoing review of Transformation Board structure and form.

4.2 The refreshed approach to PMO will continue to be promoted as the standardised framework and method of working across YAS, to facilitate the embedding of good practice and continuity of approach for employees working across service areas.

4.3 Oversight and assurance of key transformation programmes is reported to TEG each month using approved PMO project documentation and the Service Transformation dashboard.

## **5. RISK ASSESSMENT**

5.1 Ongoing risks to implementation of key transformation programmes and associated mitigation plans are identified and escalated to the Trust Executive Group and Trust Board as appropriate.

## **6. RECOMMENDATIONS**

6.1 It is recommended that the Trust Board;

- Notes the progress made to date across the four programmes and further planned development.
- Supports wider application of the new PMO model across all Trust delivered Projects or Programmes.

## **7. APPENDICES/BACKGROUND INFORMATION**

7.1 Appendix 1: Service Transformation Programme Dashboard.