

**Board Assurance Framework Risks & Issues
OHSEL Board – 25/07/19**

The following risks and issues have been updated based on returns from STP programme leads and input from OHSEL meetings in June 2019.

a) BAF Risks
<p>R_STP_01 – Risk to achieving Transformation</p> <p>Risk level: TBC</p> <p><u>Mitigation:</u> Original risk ‘the collection of programme objectives for 2018/19 and beyond will not achieve the longer-term change envisaged in the original multi-year STP plan.’</p> <p>Following the publication of the Long Term Plan (LTP) in January, the STP are developing a response to the LTP for Autumn 2019. The risks to delivering the overall STP objectives will be reassessed together with the 500 LTP targets. The response will clarify objectives for 2020 and beyond together with the risks to achievement.</p>
b) BAF Issues
<p>I_FIN_01 - System Financial Sustainability</p> <p>Issue level: High</p> <p><u>Description:</u> SEL system is not in recurrent balance and risk that SEL system will not be in balance by 2023/24. Pre Sustainability and Financial Recovery Funds deficits for 19/20 in five SEL organisations; most significantly Kings which is under Financial Special Measures.</p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> - STP five year financial plan to be developed by Autumn 2019. - SEL STP system improvement plan development. - Design and implement governance for management within system control total. - STP partners to work together to manage CIP and QIPP risks. - SEL STP financial position, including risks, to be reported on a monthly basis to the OHSEL Board.
<p>I_FIN_02 - Delivery of 19/20 system control total</p> <p>Issue level: High</p> <p><u>Description:</u> The final plans submitted in May 2019 showed the SEL system delivering the 19/20 system control total, underpinned by significant CIP and QIPP savings which have a level of risk associated. 19/20 contracts are finalised.</p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> - Provider and commissioner organisations are working to mitigate CIP and QIPP risks for 2019/20. - SEL STP financial position, including risks, to be reported on a monthly basis to the OHSEL Board.

I_WF_03 – Workforce (recruitment and retention)

Issue level: High

Progress:

Four acute collaborative workstreams are now established with resources in place to support initiatives aimed at addressing key issues affecting nursing recruitment & retention.

The SEL Workforce Team are reviewing the Project Implementation Documents produced by each clinical programme to identify priority areas for advice/support.

A primary and community care Trainee Nurse Associate task & finish group has been established with a view to working in partnership to increasing the number of TNAs, whilst the Physician Associate task & finish group continues.

A further Mental Health workshop is scheduled to sign-off the programme's workforce plan and the STP Workforce team will be engaging in support of this

GP Retention Fund initiatives continue across SEL, with commissioned OD and workforce planning support.

The STP team is engaging with the new training hubs (replacing community education provider networks) to share its 19/20 plans in support of primary care and with commitment to working towards 'one plan', aligning approaches and pooling resources and effort where appropriate to maximise impact.

40% of GPFV funding in support of recruitment & retention and admin and clerical development has been retained by the STP in support of its plans above, with the balance allocated to CCGs. Whilst HEE funding for STP workforce development activities in 19/20 has now been confirmed at £170k (considerably less than the £500k made available in 18/19) with additional funding of £191k made available to share across the six training hubs.

There has been a refresh of the national workforce reporting system, but our most PC workforce data indicates good progress with GPN and other roles across SEL.

The SL apprenticeship programme is progressing well with levy gifting now being actively supported across the two STPs – for example GSTT has agreed to fund up to 13 trainee nurse associates in Lewisham GP practices.

I_STP_04 – Elective / RTT position*

Issue level: High

Description: At the OHSEL Board meeting on 19th October, an additional issue was also agreed around the deteriorating elective care position and referral to treatment (RTT).

Action: Both elective care and RTT issues are managed at an individual organisational level in line with local risk/issue management processes. This typically includes the development and oversight of targeted recovery plans and trajectories for improvement. This issue is in part being addressed through the planned care workstream in the context of ICS. As we move towards an ICS it is likely that a system wide approach will be developed.

I_Cancer_01 - Failure to meet 62 Day Target*

Issue level: High

Programme update: Trajectory for 62D 2019/20 submitted to the national team at end of March. Focus remains on implementation of the recovery plan. Significant backlogs across the three Trusts and workforce and diagnostic capacity challenges may impede meeting the 62 Day target.

Action: The significance of this issue remains high and continues to be monitored by the alliance across all three provider Trusts, in liaison with NHS England and Improvement. There is a detailed recovery plan, with key elements supported by Cancer Transformation Funded projects and posts and pooled local funding to provide additional diagnostic capacity.

I_UEC_01 – Failure to meet 4 hour A&E / 15 minute ambulance handover targets*

Issue level: High

Action: Discussions continue at local and SE London A&E Delivery Boards to establish steps required to improve performance – revised plans for meeting ambulance handover targets have recently been submitted to NHSE/I. Work is on-going across all sites and recovery plans are in place. This should continue to be monitored by the OHSEL Board. As we move towards an ICS it is likely that a system wide approach will be developed.

* NB: There is a national consultation being undertaken on the future of these targets.