

**Board Assurance Framework Risks & Issues
OHSEL Board in Public – 22/05/2019**

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

Each Clinical Leadership Group has reviewed their risks with consideration to 19/20 objectives. The remaining clinical BAF risks and issues flagged (I_STP_04, I_Cancer_01, I_UEC_01) are relating to constitutional standards. A significant issue in delivering these constitutional standards is workforce. As we work towards ICS, we are now looking to develop a BAF which highlights system wide risks to delivery rather than programme specific issues.

<p>a) BAF Risks</p> <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. A view of delivering work according to the objectives of the LTP commitments will also be undertaken.</p>
<p>b) BAF Issues</p> <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"> - King’s to share root cause analysis with STP Exec (date: tba). - King’s to share financial recovery plan with STP Exec (date: tba). - STP five year financial plan to be developed by Autumn 2019. - SEL STP system improvement plan development. - SEL STP financial position is reported on a monthly basis to the OHSEL Board. - Design and implement governance for management within system control total. <p><u>Description:</u> This item originated as a 2018/19 specific planning risk. In practice it relates to financial sustainability.</p> <p><u>Actions:</u> Provider and commissioner organisations are working to mitigate CIP and QIPP plan risks for 2018/19 and planning for 2019/20. Monthly financial position reported to OHSEL Board.</p>

I_FIN_02 - Delivery of 19/20 system control total

Issue level: High

Description: Draft operating plans submitted in February 2019 did not deliver the 19/20 system control total. 19/20 contracts and QIPP and CIP agreements are not finalised. Planning financial gap risk to be fully quantified and mitigated.

Actions:

- Provider and commissioner organisations are working to mitigate CIP and QIPP plan risks for 2019/20
- Provider and commissioner organisations are working to agree contracts with aligned planning assumptions for 2019/20.
- Task and finish CO and CFO group to oversee contract and planning round established
- Monthly financial position reported to OHSEL Board.

I_WF_03 – Workforce (recruitment and retention)

Issue level: High

Description: Recruitment and retention issues have been flagged across all CLGs as a major concern.

Action: Four acute nursing collaborative workstreams established and programme resources identified to support. Cancer and Mental Health Workforce plans produced with investment to support priority areas now secured, U&EC nurse development programme with investment, GP Retention Fund secured and supporting five 'at scale' initiatives across SEL – a further 3 'at scale' initiatives being supported through national underfunded monies.

Other 'funded' Primary Care initiatives include non-clinical workforce development programme, physicians associate task & finish group, GPN 10-point plan programme, mental health awareness and resilience for clinical and non-clinical staff, coaching and mentoring for late career GPs, coaching and mentoring for early years GPs.

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 2018/19 resubmitted to the national team at end of March. Focus remains on implementation of the recovery plan. Significant backlogs across the three Trusts 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.

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. Daily reporting and assurance now in place with NHS England regarding these measures as part of winter reporting to regulators. 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.