The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	1 September 2020	**Agenda item:**	12
Report Title:	Performance Accountability Framework		
Author:	Denise Smith, Chief Operating Officer		
Executive Sponsor:	Denise Smith, Chief Operating Officer		

Implications

Link to key strategic objectives
[highlight which KSO(s) this recommendation aims to support]

KSO1	KSO2	KSO3	KSO4	KSO5	KSO6
Safe and compassionate care	*Modernise hospital and estate*	*Staff engagement*	***Partnership working, clinical and financial sustainability***	*Healthy lives staff and patients*	*Investing in our staff*

Board assurance framework	KSO1 QUALITY - Safe & Compassionate Care KSO4 ENGAGEMENT – Patient Pathways & Sustainability	
Significant risk register	2643 2634 2199	
	Y/N	If Yes state impact/ implications and mitigation
Quality	Y	Impact on patient safety, experience and outcomes due to extended waiting times for care and treatment. Mitigated through improvement support in place and operational oversight of waiting times
Legal and regulatory		
Financial		

Assurance route

Previously considered by:	Senior Leadership Team

Executive summary

Action required: *[highlight **one** only]*	Approval	**Information**	Discussion	Assurance	Review

Purpose of the report:	To update Trust Board on the revised Performance Accountability Framework
Summary of Key issues:	The Performance and Accountability Framework will support the delivery the Trust's ambition to deliver safe, personalised and efficient care, through strengthening the Trust's approach to performance management. The Chief Operating Officer has delegated responsibility from the Executive Team for ensuring effective performance management arrangements are in place across the Trust through the development, implementation and ongoing management of the Performance and Accountability Framework. Annual performance agreements formally capture the contribution that each Division will make to deliver the Trust's corporate objectives and key targets

	for the year ahead. The annual performance agreement will articulate the Divisional objectives for the year. Each agreement will cover the following areas: • Trust Corporate Strategy and supporting work plans • CQC Fundamental Care Standards • CQC Key Lines of Enquiry, including use of resources • NHS Oversight Framework • NICE guidance • NHS Standard Contract • Financial management including cost improvement programme • QEH strategic objectives • Best practice tariffs • CQUINs • National Clinical Audit programme • Clinical Outcome Review programme • Relevant service accreditation standards • GIRFT • Quality Account
Recommendation:	The Board is asked to note the report
Acronyms	

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PERFORMANCE AND ACCOUNTABILITY FRAMEWORK

Primary Intranet Location	Version Number	Next Review Year	Next Review Month
Corporate Governance	2	2021	March

Current Author	Denise Smith
Author's Job Title	Chief Operating Officer
Department	Corporate
Ratifying / Monitoring Committee	Senior Leadership Team
Ratified Date	August 2020
Owner	Denise Smith
Owner's Job Title	Chief Operating Officer

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Stakeholders	Executive Directors Divisional Leadership Teams All managers and budget holders

Version	Date	Author	Author's Job Title	Changes
2020 v2	Aug 2020	Denise Smith	Chief Operating Officer	Updated to reflect changes to • Divisional structures • strategic objectives • Revised standards

Summary of the guidance

The Performance and Accountability Framework articulates the processes, activities and controls in place to monitor the performance of our services, and to hold to account those officers responsible for delivery against forecasts, targets, standards and trajectories.

Key words to assist the search engine

accountability performance, framework, autonomy, target, standard, trajectory, dashboard

1. INTRODUCTION

The Performance and Accountability Framework will support the delivery the Trust's ambition to deliver safe, personalised and efficient care, through strengthening the Trust's approach to performance management. It aims to foster a culture of responsibility and accountability at all levels within the Trust. Members of staff need to know what is expected of them and what contribution they make to the success of the Trust. The Performance and Accountability Framework specifies the structures, systems, processes and staff responsibilities required to embed a culture of performance management and accountability in the Trust. Implemented effectively, the Performance and Accountability Framework will support delivery of national standards and the Trust's quality, financial and operational objectives.

Effective performance management entails positively supporting people to excel, whilst managing and rectifying performance issues. The Performance and Accountability Framework reflects this by providing a system through which good performance can be encouraged and poor performance addressed.

The Performance and Accountability Framework is designed to articulate the processes, activities and controls in place to monitor the performance of our services, and to hold to account those officers responsible for delivery against forecasts, targets, standards and trajectories. The approach provides:

Objectives: The Trusts strategic, tactical and operational objectives are integral to the Performance and Accountability Framework, ensuring monitoring and focus on these priorities and key milestones at all levels of the Trust to provide alignment to the delivery of our vision and long term strategy.

Accountability: Clear and defined responsibilities of individuals and teams within the Trust and their role in managing performance and the expectation when performance drops below an acceptable level.

Transparency: Clear processes, activities and controls in place so that all staff across the Trust understand how we are performing and the process by which performance is managed.

Improvement Focused: Services/areas which are identified as underperforming will be offered support to improve performance.

Empowerment and Delegation: Areas of the Trust that are performing strongly will experience less intense performance management. Strong performance will be rewarded with autonomy. Conversely, areas of the Trust which are underperforming in key areas will be subject to rigorous performance management and will be offered greater support to make improvements.

2. Roles and Responsibilities

Effective performance management relies on clear and defined responsibilities of individuals and teams within the Trust.

2.1 Trust Board

The Board is to be assured that the Trust is delivering services, corporate responsibilities and its plans. Whilst it is everyone's job to manage performance, the Board must drive a culture of performance by providing a clear vision and Trust priorities. The Board must hold the Executive Team to account for the delivery of Trust strategy and plans, including financial plans, ensuring that risks are identified and mitigated.

The Board will receive and consider the Integrated Performance Report at each Trust Board meeting.

The Board also delegates authority throughout the Trust's governance hierarchy for driving and monitoring delivery of objectives, and for holding to account responsible officers.

2.2 Chief Executive

The Chief Executive has overall statutory responsibility for performance management and is accountable to the Trust Board.

2.3 Executive Team

The Executive Team is responsible for the performance management of the Trust against agreed performance indicators. They are the leads for the strategic objectives and key performance indicators that link to them. The Executive Team is responsible for ensuring delivery and that key performance indicators are tracked and monitored. The executive directors will attend regular performance reviews at Divisional and Committee level to drive delivery and performance improvement (where necessary).

2.4 Director of Finance

The Director of Finance has clearly defined accountabilities for financial probity set out within the Trusts' Standing Financial Instructions. The Director of Finance has delegated authority to ensure that there are robust systems and controls to ensure delivery of the Trust's financial forecasts and cost improvement programme plans.

2.5 Chief Operating Officer

The Chief Operating Officer has delegated responsibility from the Executive Team for ensuring effective performance management arrangements are in place across the Trust through the development, implementation and ongoing management of the Performance and Accountability Framework. The Chief Operating Officer is responsible for ensuring robust systems are in place for monitoring performance against regulatory, contractual and internal performance indicators (including the development of the Integrated Performance Report).

2.6 Divisional Leadership Teams

Divisional Leadership Teams are responsible for agreeing, monitoring and reporting on relevant performance indicators and the delivery of strategic/ financial objectives at a divisional and service line level through signed, annual delivery agreements. Divisional Leadership Teams will adopt a standardised and rigorous performance management approach

within their division. Divisional Management Boards will hold service lines to account to demonstrate understanding of poor performance, and to provide evidence of improvement plans and the delivery of effective actions to improve performance.

2.7 Service Lines

- Maintain service delivery and address operational issues to avoid undesirable impacts on performance.
- Develop plans and alert / escalation reports in areas at risk or off track.
- Deliver agreed objectives and forecasts.
- Develop actions to deliver plans.
- Develop recovery plans to address performance delivery issues.

2.8 Information Team

Responsible for:

- Co-ordinating the criteria and maintenance of the monthly Integrated Performance Report.
- Facilitating an annual review of the Integrated Performance Report.
- Completing all necessary benchmarking of key performance indicators

2.9 All staff

Every member of staff contributes towards effective performance management and improvement. Staff should own the data related to the service within which they work and understand how it translates to the performance of the organisation.

3. Reporting arrangements

Board-level
The monthly Integrated Performance Report is provided to the Board, to support it in its role of holding Executive Directors to account for the Trust's performance.

Committees of the Board
Good corporate governance is 'the means by which boards lead and direct their organisations so that decision-making is effective, and the right outcomes are delivered'[1]. The committees of the Board are designed to ensure that the Trust has the appropriate controls and governance mechanisms in place to deliver these outcomes. The committees should provide assurance to the Board that these mechanisms (which support effective performance delivery) are in place.

Divisional
Performance meetings between the Executive team and the divisional management teams are held monthly. This forum provides the Executive Team with the opportunity to formally monitor and manage all areas of performance, holding the divisions to account for delivering all necessary corrective actions. The meetings provide a formal opportunity for Divisions to share concerns and escalate issues. To enable this to happen effectively, a process for reporting exceptions is used. In summary, this requires the information team to provide the Divisions with a performance report, who will be required to identify and

[1] The NHS Foundation Trust Code of Governance (2014)

explain performance issues, describing the corrective actions required to bring performance back on track. This information should be provided to the Executive team in advance of the performance meetings.

The divisional performance meetings will enable robust discussions to take place on performance issues, with a focus on root causes and solutions (rather than symptoms). The required recovery plans, resources and support will be agreed at the performance meetings and risks and issues will be escalated to the Board, by exception, through the IPR.

It is expected that a similar performance management framework will be used within the Divisions for management of departments and services.

Service line level
All service lines are expected to meet with their divisional management teams monthly. This provides an opportunity for performance management and escalation of issues. These meetings will be supported by service line management reports.

4. Annual performance agreement

Annual performance agreements formally capture the contribution that each Division will make to deliver the Trust's corporate objectives and key targets for the year ahead. The agreement is between the Executive Directors and the Divisions and it will be signed by the Chief Operating Officer on behalf of the Executive Directors and the Divisional Director, Divisional General Manager, and Head of Nursing on behalf of the Division.

The annual performance agreement will articulate the Divisional objectives for the year. Each agreement will cover the following areas:

- Trust Corporate Strategy and supporting work plans
- CQC Fundamental Care Standards
- CQC Key Lines of Enquiry, including use of resources
- NHS Oversight Framework
- NICE guidance
- NHS Standard Contract
- Financial management including cost improvement programme
- QEH strategic objectives
- Best practice tariffs
- CQUINs
- National Clinical Audit programme
- Clinical Outcome Review programme
- Relevant service accreditation standards
- GIRFT
- Quality Account