

Appendix 2 - Key updates against the 2020/21 plan

Reference	Update
Alignment of corporate and clinical services (Objective 1)	<ul style="list-style-type: none"> CEAG paper being developed relating to corporate support for divisions. Away days planned in July to develop and discuss evolving working relationships and structures over the next 12 months Establishment of Division 7 for out of hospital services
Eliminating Unwarranted Variation and Transformation of services (Objectives 2 and 10)	<ul style="list-style-type: none"> Emergency pathways redesigned but not yet single approach Development of Solihull cold site Reconfiguration of QEHB to separate elective and emergency pathways Reconfiguration of Trauma, complex haematology and hyper-acute stroke to QEHB
Quality Improvement (Objective 3)	<ul style="list-style-type: none"> New quality priorities to be agreed at July Board meeting A new governance structure for overseeing delivery of the transformation agenda has been agreed.
Meet regulatory Requirements and Operational Performance Standards (Objective 4)	<ul style="list-style-type: none"> Preparation for forthcoming CQC inspections continues. A revised plan for accreditation of diagnostic services is being developed.
Digital transformation & IT (Objectives 5,6 and 7)	<ul style="list-style-type: none"> Engagement with several potential partners to develop innovative ways of working and create commercial opportunities. Pilots underway in Ophthalmology, Dermatology & Breast. On track to deliver PAS and single master patient index across all sites in September Delivery of PICS to cold sites is to be prioritised. Widespread adoption of VPN and videoconferencing
Efficient use of resources (Objective 8)	<ul style="list-style-type: none"> Launch of Good Ideas Count programme postponed to September with soft launch for specific staff groups in July.
Estates and capital infrastructure (Objective 9)	<ul style="list-style-type: none"> Contractors have been appointed to build ACAD. The next phase of the enabling works in preparation for building the new ACAD Centre at Heartlands Hospital is underway. The negotiation of some SLAs with HCA for the shared hospital facility were paused whilst divisional staff focussed on COVID related issues – although the SLA negotiation timetable has therefore been re-prioritised, the overall timeline remains the same
Workforce (Objectives 11,12,13 and 14)	<ul style="list-style-type: none"> Major focus on staff wellbeing during COVID-19 response. Roll-out of home working at scale. Launch of taskforce on fairness focussing initially on BME staff. Cohorts 5-7 of leadership programme fully recruited with senior operational and corporate leaders. Originally due to commence in April, these have been rearranged for October. Virtual development sessions have continued, but feasibility plans for delivery of apprenticeships / other face to face sessions to be agreed. Leadership lectures converted to webinars. Career development platform launched in June 2020. Mentoring continued virtually, mentor training sessions rearranged. Further promotion planned for Q2.
Partnerships (Objectives 15 and 16)	<ul style="list-style-type: none"> Digital collaboration agreement drafted and approved by the STP Digital Enablement Group, focussing on the programme, finance and governance to ensure the alignment, convergence and consolidation agenda. The BSOL STP Digital Group has also been successful for £200k mobilisation monies for the feasibility of a Local Health and Care Record across the West Midlands

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Research & Innovation <i>(Objectives 17,18 and 19)</i>	<ul style="list-style-type: none"> • Changed focus to support trials that allow evidence gathering around COVID-19 • Establishment of DECOVID partnership to answer clinical questions using data from data-mature hospitals • Cross-site, cross-team working has been facilitated in new ways • Delivery of antibody testing for staff • Leading testing of ventilators has spread knowledge of role of Trauma MIC and MD-TEC
Emergency preparedness <i>(Objective 20)</i>	<ul style="list-style-type: none"> • Potential new template identified, given all the service changes. This will be piloted with key divisions who will be working out of Solihull initially.