

**TRUST BOARD – 27<sup>TH</sup> November 2013**

**TREATMENT CENTRE 100 DAY PLAN**

|                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PURPOSE</b>                                                                        | The paper provides an update on the 100 Day plan that has been produced to support the integration of and service development within the Treatment Centre since service transfer to the Trust took place on 14 <sup>th</sup> September 2013.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>PREVIOUSLY CONSIDERED BY</b>                                                       | Divisional Executive Committee, November 2013<br>Finance and Performance Committee, November 2013                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Objective(s) to which issue relates *</b>                                          | <input checked="" type="checkbox"/> 1. To continuously improve the quality of our services in order to provide the best care and optimise health outcomes for each and every individual accessing the Trust's services<br><input checked="" type="checkbox"/> 2. To excel at customer service, achieving outstanding levels of communication and patient, carer and GP satisfaction<br><input type="checkbox"/> 3. To provide and support the best standards of integrated care for the elderly and those with long term conditions by developing key partnerships and services<br><input checked="" type="checkbox"/> 4. To consolidate services and enhance local access to specialist services in order to deliver high quality, safe, seamless, innovative and integrated services which are sustainable<br><input type="checkbox"/> 5. To support the continued development of the Mount Vernon Cancer Centre and provision of leading local and tertiary cancer services<br><input checked="" type="checkbox"/> 6. To improve our staff engagement and organisational culture to be amongst the best nationally |
| <b>Risk Issues</b><br>(Quality, safety, financial, HR, legal issues, equality issues) | Risks have been identified and are included on the Trust Datix system. Risks are reviewed and managed through the project structure.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Healthcare/ National Policy</b><br>(includes CQC/Monitor)                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>CRR/Board Assurance Framework *</b>                                                | <input checked="" type="checkbox"/> <b>Corporate Risk Register</b> <span style="margin-left: 200px;"><input checked="" type="checkbox"/> <b>BAF</b></span>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>ACTION REQUIRED *</b>                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| For approval                                                                          | <input type="checkbox"/>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| For discussion                                                                        | <input checked="" type="checkbox"/>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| For decision                                                                          | <input type="checkbox"/>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| For information                                                                       | <input type="checkbox"/>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>DIRECTOR:</b>                                                                      | Director of Strategic Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>PRESENTED BY:</b>                                                                  | Director of Strategic Development and Director of Operations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>AUTHOR:</b>                                                                        | Assistant Director, Hospital Project Team                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>DATE:</b>                                                                          | 20 <sup>th</sup> November 2013                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

**We put our patients first We work as a team We value everybody We are open and honest We strive for excellence and continuous improvement**



## **Treatment Centre 100 Day Plan**

### **1. Introduction**

The services and building previously operated by Clinicenta Ltd transferred to the Trust on 14<sup>th</sup> September 2013. Since then the project team has continued to meet on a weekly basis through the established Trust Project Board, led by the Director of Strategic Development. Issues of concern are escalated to the now twice weekly project managers' conference call for resolution or if significant directly to the Clinical Commissioning Group (CCG) Project Directors.

### **2. 100 Day Plan**

The 100 Day plan sets out the objectives and key tasks required by each workstream to support the full integration of the Treatment Centre in to the Trust. It also seeks to set out the operational and service tasks that support any required service changes or development to ensure that the Centre reaches its full utilisation and profitability as soon as possible.

The plan sets out the priorities for each workstream, target completion date and monitors actual completion date. It also identifies cross workstream tasks to ensure that tasks are undertaken and implemented in a co-ordinated way.

The plan is reviewed each week at the project team meeting and this will continue through until the end of the year.

At it's meeting in November, the Finance and Performance Committee requested that the plan be supplemented by an overview of the progress since service transfer outlining targets with timescales for improvement across a range of key performance indicators e.g. income, utilisation and quality indicators. These will be included in the update for the December 2013 meeting.

### **3. Progress**

There remains no major issues relating to the service transfer that are either outstanding or require escalation to the CCG.

The only issue that remains behind programme are the building rectification works to the window mastics and undercroft have to yet to commence as Clinicenta have experienced difficulties with their subcontractor. This has been escalated within Clinicenta Ltd and Carillion and is being led and monitored by the CCG project lead.

**TRUST BOARD – 27<sup>TH</sup> November 2013**

**TREATMENT CENTRE 100 DAY PLAN**

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## Treatment Centre 100 Day Plan

14th September 2013 - 23rd December 2013

### Buildings, Equipment and Assets

To ensure that the facilities are integrated in to the Trust

Accountable lead - Richard Harman, Director of Strategic Estates

| Task Number | Task Description                                                                 | Priority | Target Completion Date             | Date Completed |
|-------------|----------------------------------------------------------------------------------|----------|------------------------------------|----------------|
| 1           | Work with Clinicenta Ltd to implement the Rectification Plan                     | High     | TBC now expected end December 2013 |                |
| 2           | Review fire alarm feedback loop to Trust                                         | Medium   | 30/09/2013                         | 01/10/2013     |
| 3           | Review building resilience                                                       | Medium   | 05/10/2013                         | 05/10/2013     |
| 4           | Integrate access control system with the Trust's                                 | Medium   | 30/09/2013                         | 01/10/2013     |
| 5           | Sign licences for Retinal Screening Clinics                                      | High     | 30/09/2013                         | 03/10/2013     |
| 6           | Arrange new lease for Herts and Essex Clinic                                     | Medium   | 23/12/2013                         |                |
| 7           | Undertake review of transferring equipment in situ on transfer weekend           | High     | 14/09/2013                         | 14/09/2013     |
| 8           | Review equipment position one month post transfer for any reported missing items | High     | 13/10/2013                         | 13/10/2013     |

**Key:**

 Completed task

## Treatment Centre 100 Day Plan

14th September 2013 - 23rd December 2013

### Subcontracts

#### To complete all contract issues

Accountable lead - Wendy Scarr, Assiant Director, Hospital Project Team

| Task Number | Task Description                                                   | Priority | Target Completion Date | Date Completed |
|-------------|--------------------------------------------------------------------|----------|------------------------|----------------|
| 1           | Sign all novations with relevant parties                           | High     | 15/09/2103             | 26/09/2013     |
| 2           | Place orders for all novated contracts to facilitate invoicing     | Medium   | 30/09/2013             | 16/10/2013     |
| 3           | Copy all orders and novated contracts to relevant department leads | Medium   | 30/09/2013             | 25/10/2013     |
| 4           | Review any further contracts that emerge                           | Medium   | 13/10/2013             | 13/10/2013     |
| 5           | Agreed contract terms with Sage care                               | Medium   | 23/12/2013             |                |

#### Key:

 Completed task





## Treatment Centre 100 Day Plan

14th September 2013 - 23rd December 2013

### GOVERNANCE

**Objective** To deliver a safe and effective service to patients that meets all the regulatory and registration requirements.

**Accountable lead** - Jude Archer, Company Secretary

| Task Number | Task Description                                                                                                                                                                                                                                                                                             | Priority | Target Completion Date                     | Date Completed                           |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------------------------------------|------------------------------------------|
| 1           | To address the concerns raised at the Risk Summit - (Medical Leadership and RMO on call)                                                                                                                                                                                                                     | High     | 14/09/2013                                 | 14/09/2013                               |
| 2           | To engage key Trust leads (including Risk, Incidents, Patient Experience, Safeguarding, Infection Control, Education & Training, Clinical Audit, Complaints & PALs etc) and fully integrate the treatment centre into the Trust's governance and assurance structures.                                       | High     | 14/09/2013                                 | 14/09/2013 and ongoing support provided. |
| 3           | To review compliance with CQC outcomes and ensure fully compliance with registration requirements.                                                                                                                                                                                                           | High     | 14/09/2013                                 | 14/09/2013                               |
| 4           | To meet with CQC Compliance Manager and discuss any concerns & provide assurance on the Trust actions and project plan.                                                                                                                                                                                      | High     | 16/08/2013                                 | 16/08/2013                               |
| 5           | To update and submit to the CQC the Trust's revised Statement of Purpose (part of CQC Registration)                                                                                                                                                                                                          | High     | 12/09/2013                                 | 12/09/2013                               |
| 6           | Continue communication/discussion with TDA & CCG on the impact of the treatment centre activity on Trust performance and actions/trajectories for recovery and take into account the findings from the three external audits commissioned. ( <i>cross reference to the Operations and Finance sections</i> ) | High     | Review monthly - until all targets are met |                                          |

| Task Number | Task Description                                                                                                                           | Priority | Target Completion Date | Date Completed |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------|----------------|
| 7           | Head of Quality & Patient Safety and Compliance & Regulation Manager to undertake a patient safety / governance walkabout in October 2013  | Medium   | Oct-13                 | 18/10/2013     |
| 8           | Review the response to patient safety / governance walkabout action plan and monitor implementation                                        | Medium   | 06/11/2013             | 07/11/2013     |
| 9           | Undertake a further patient safety / governance walkabout in December 2013 to ensure actions have been implemented and ongoing compliance. | Medium   | 20/12/2013             |                |
| 10          | Company Secretary to continue proactive engagement with CQC lead assessor/compliance manager                                               | Medium   | On going               |                |

**Key:**

 Completed task

## Treatment Centre 100 Day Plan

14th September 2013 - 23rd December 2013

### Operations

Accountable lead - Neil Harris, General Manager

| Task Number | Task Description                                                                                                            | Priority | Target Completion Date | Date Completed    |
|-------------|-----------------------------------------------------------------------------------------------------------------------------|----------|------------------------|-------------------|
| 1           | Instigate daily PMO meetings                                                                                                | High     |                        | 15/09/2013        |
| 2           | Place order for and commence medical records scanning project                                                               | High     |                        | 21/10/2013        |
| 3           | Set up medical records merge team and commence merging project                                                              | Medium   |                        | Target 15/11/2013 |
| 4           | Analyse income from all aspects of TC work, and state growth needed in order to get to a cost neutral position.             | High     | 25/11/2013             |                   |
| 5           | Identify and treat any unplaced patients from the CCG Choice team                                                           | Medium   |                        | 31/12/2013        |
| 6           | Draft business case for new OCT machine at QEII                                                                             | Medium   | 02/12/2013             |                   |
| 7           | Arrange further discussions with CD's to discuss future Treatment Centre use                                                | Medium   |                        | 31/10/2013        |
| 8           | Develop KPI's and other performance and quality measures                                                                    | High     |                        | 29/10/2013        |
| 9           | Develop budgets for each cost code in conjunction with Finance Manager                                                      | Medium   | 25/11/2013             |                   |
| 10          | Design and implement governance process to control changes that take place within the Treatment Centre, ie casemix changes. | High     |                        | 08/10/2013        |
| 11          | Assess report output from Moorfields and implement action plan accordingly.                                                 | Medium   | 25/11/2013             |                   |
| 12          | Assess report output from PWC and implement action plan accordingly.                                                        | Medium   | 25/11/2013             |                   |

**Key:**

 Completed task

## Treatment Centre 100 Day Plan

14th September 2013

### Communications

To ensure that all stakeholders are communicated with in a timely manner

Accountable lead - Peter Gibson, Associate Director, Public Affairs

| Task Number | Task Description                                                           | Priority | Target Completion Date | Date Completed |
|-------------|----------------------------------------------------------------------------|----------|------------------------|----------------|
| 1           | Undertake communications in line with agreed Communications Plan           | High     |                        | 14/09/2013     |
| 2           | Review NHS Choices website content and make necessary changes              | High     |                        | 14/09/2013     |
| 3           | Review and update ophthalmology pages on Trust's website                   | Medium   |                        | 11/10/2013     |
| 4           | Support refreshed marketing plan with any relevant external communications | Medium   | 22/11/2013             |                |

**Key:**

 Completed task

3 - 23rd December 2013

## Treatment Centre 100 Day Plan

14th September 2013 - 23rd December 2013

### Marketing

**To ensure referrals are at a sufficient level to bring the Treatment Centre to capacity and /or profitability**

Accountable lead - Mary Hartley, Primary Care Customer Relations Manager

| Task Number | Task Description                                                                                                                                                                                 | Priority | Target Completion Date | Date Completed                       |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------|--------------------------------------|
| 1           | Conduct market review and identify key opportunities and threats for Treatment Centre; understand key specialties and localities where business has been lost and to which alternative providers | High     | 09/10/2013             | 09/10/2013                           |
| 2           | Develop marketing plan to encourage increase in referrals, targeting key localities                                                                                                              | High     | 09/10/2013             | 09/10/2013                           |
| 3           | Marketing plan discussed and signed-off at Execs                                                                                                                                                 | High     | 10/10/2012             | 10/10/2013                           |
| 4           | Publish article in GP Update outlining plans for Treatment Centre services                                                                                                                       | Medium   | 11/10/2013             | 07/10/2013                           |
| 5           | Ensure clinician attendance at key GP locality and TARGET days to give TC overview                                                                                                               | Medium   | 20/12/2013             | North Herts 2/10/13; WelHat 24/10/13 |
| 6           | Letter to all GPs in area from Chief Executive and Medical Director                                                                                                                              | Medium   | 25/10/2013             | 24/10/2013                           |

| Task Number | Task Description                                                                                                                                                         | Priority | Target Completion Date | Date Completed |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------|----------------|
| 7           | Medical Director and Director of Business Development & Partnerships to meet with LMC to reassure and prompt LMC to reverse advice not to refer to (as was) Surgicentre. | High     | 06/11/2013             | 06/11/2013     |
| 8           | Division to confirm target referral numbers for T&O and Ophthalmology (Marketing Plan priority areas)                                                                    | Medium   | 22/11/2013             |                |
| 9           | Refresh Marketing Plan                                                                                                                                                   | Medium   | 22/11/2013             |                |
| 10          | Hold clinical engagement event for GPs encouraging them to visit Treatment Centre, meet with Clinicians and be reassured that patients can be safely referred            | Medium   | 27/11/2013             |                |

**Key:**

 Completed task



**Treatment Centre 100 Day Plan**

14th September 2013 - 23rd December 2013

**IM&T and Data**

Accountable leads - Keith Cunningham, Head of IT, Mathew Towers, Head of Information

| Task Number | Task Description                                                                                                                                                          | Priority | Target Completion Date | Date Completed                                                            |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------|---------------------------------------------------------------------------|
| 1           | Retrieval of Trust equipment loaned to Carillion during the projects. This includes USB sticks, Laptops, VPN tokens etc.                                                  | Medium   |                        | Completed 23/10                                                           |
| 2           | Undertake an exercise to migrate additional NHS email addresses not captured during the go live weekend. ENHT IT liaising with Operations staff to complete this process. | Medium   |                        | Completed 23/10                                                           |
| 3           | Undertake an exercise in addressing the shortfall in data sockets identified on go live weekend. Provision of back power supply to the IT equipments. (UPS)               | Medium   |                        | Initial quotes received on the business regarding implementation          |
| 4           | Resolve and document business as usual processes (BAU) for Proxima.                                                                                                       | Medium   |                        | Completed 23/10                                                           |
| 5           | Address the short fall in application licences identify on go live weekend. This relate to the purchase of additional SQL licences by ENHT.                               | Medium   |                        | Being progressed with Carillion. Anticipated to be completed by 8/11/2013 |
| 6           | Ensure project closure and sign off of project related documents i.e., PID, Plan, Financials, Closure Report                                                              | Medium   |                        | Target 01/11/2013                                                         |

| Task Number | Task Description                                                                                                                                                                                                                                            | Priority | Target Completion Date | Date Completed                                                                  |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------|---------------------------------------------------------------------------------|
| 7           | Implement phase two of the Treatment Centre project which involves the following - Proxima migration, consolidation of inherited systems to identify which system needs to be retained and which system needs to be migrated to an alternative Trust system | High     |                        | Paper being produced to understand Trust requirements - 4/11/13                 |
| 8           | All systems transferred to understand contracts and document contacts and update lists                                                                                                                                                                      | Medium   |                        | 23/10/2013                                                                      |
| 9           | All technical documentation for all novated systems to be handed over to support teams.                                                                                                                                                                     | Medium   |                        | 25/10/2013                                                                      |
| 10          | Meet with Neil Harris and Tim Walker to confirm what policies and procedures to be on KC                                                                                                                                                                    | Medium   |                        | Discussions have already been had with Neil Harris                              |
| 11          | Implementation of the following actions resulting from the migrations/novation of certain systems: a) Trend BMS coming onto ENHT network b) Orion and Winscribe – MS O/S and SQL licenses                                                                   | Medium   |                        | Quotes received from Estates. Discussions regarding cost needs to be discussed. |
| 12          | Instigate formal discussion with CSC on data transfer                                                                                                                                                                                                       | High     |                        | On going                                                                        |
| 13          | Undertake any outstanding coding for Clinicenta                                                                                                                                                                                                             | High     |                        | 13/10/2013                                                                      |
| 14          | Reviewing data scripts with Carillion Information Team to ensure data integrity of monthly joint ENHT & TC submissions to Unify                                                                                                                             | High     |                        | 25/10/2013                                                                      |
| 15          | In conjunction with TC Lead (Neil Harris) identifying KPI Reporting requirement and delivering regular routine activity reports                                                                                                                             | High     |                        | On going                                                                        |

| Task Number | Task Description                                                                                                                                                                                                                                                                            | Priority | Target Completion Date | Date Completed |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------|----------------|
| 16          | Redeploying ENHT Clinical Coding Team staff to assist with coding at the TC. Discussions held with TC leads (Neil Harris / Mat Davenport) to provide staffing for delivery of patient case notes to support coding function at TC.                                                          | High     |                        | 18/10/2013     |
| 17          | Organised fortnightly review meetings with TC leads (Neil Harris / Matt Davenport/ Saroj Ahmet) to discuss current, ongoing and potential developments within the TC.                                                                                                                       | Medium   |                        | 23/10/2013     |
| 18          | Support process for Keystone/Indigo 4. On 16/10/2013, meeting held to agree process for updating GP surgery list and technical support (between Neil Thaiss and Emily Feja's Team) and administration (Carole Watkins team) . Training requirements agreed and Ollie to book with Indigo 4. | Medium   | 08/11/2013             |                |
| 19          | Assigning user rights and rigorously monitoring access to the proxima system for TC and ENHT staff.                                                                                                                                                                                         | Medium   |                        | On going       |

**Key:**

 Completed task

## Treatment Centre 100 Day Plan

14th September 2013 - 23rd December

### Finance

To fully understand and report the formal position of the Treatment Centre as a separate entity during 2013/14.  
To return the unit to a position of financial viability as soon as possible and limit the financial risk during 2013/14.

Accountable lead - Katrina Doyle, Head of Management Accounts

| Task Number | Task Description                                                                                                                 | Priority | Target Completion Date | Date Completed |
|-------------|----------------------------------------------------------------------------------------------------------------------------------|----------|------------------------|----------------|
| 1           | Legacy issues - undertake final invoicing for for Trust agreements pre transfer                                                  | High     | 30/10/2013             | 23/10/2013     |
| 2           | Legacy issues - resolve any outstanding debt issues                                                                              | High     | 23/12/2013             |                |
| 3           | Establish scale of set-up/mobilisation costs including all legal fees and consequences of staff transfer/redundancies            | High     | 30/10/2013             | 23/10/2013     |
| 4           | Full understanding of cost structure both during and post the baseline assessment period leading to creating of budget structure | High     | 23/12/2013             |                |

r 2013

## Treatment Centre 100 Day Plan

14th September 2013 - 23rd December 2013

### Workforce

Accountable lead - Tricia Phillips, HR Consultant

### Workforce

| Task Number | Task Description                                                                  | Priority | Target Completion Date | Date Completed |
|-------------|-----------------------------------------------------------------------------------|----------|------------------------|----------------|
| 1           | Receive HR records from Clinicenta                                                | High     |                        | 16/10/2013     |
| 2           | Review HR records                                                                 | High     |                        | 29/09/2013     |
| 3           | Ensure payroll have all details to undertake payroll at beginning of October 2013 | High     | 05/10/2013             | 05/10/2013     |
| 4           | Develop and implement recruitment plan for any staff shortages                    | Medium   | 30/11/2013             |                |

**Key:**

 Completed task

## Treatment Centre 100 Day Plan

14th September 2013 - 23rd December 2013

### Buildings, Equipment and Assets

To ensure that the facilities are integrated in to the Trust

Accountable lead - Richard Harman, Director of Strategic Estates

| Task Number | Task Description                                                                 | Priority | Target Completion Date             | Date Completed |
|-------------|----------------------------------------------------------------------------------|----------|------------------------------------|----------------|
| 1           | Work with Clinicenta Ltd to implement the Rectification Plan                     | High     | TBC now expected end December 2013 |                |
| 2           | Review fire alarm feedback loop to Trust                                         | Medium   | 30/09/2013                         | 01/10/2013     |
| 3           | Review building resilience                                                       | Medium   | 05/10/2013                         | 05/10/2013     |
| 4           | Integrate access control system with the Trust's                                 | Medium   | 30/09/2013                         | 01/10/2013     |
| 5           | Sign licences for Retinal Screening Clinics                                      | High     | 30/09/2013                         | 03/10/2013     |
| 6           | Arrange new lease for Herts and Essex Clinic                                     | Medium   | 23/12/2013                         |                |
| 7           | Undertake review of transferring equipment in situ on transfer weekend           | High     | 14/09/2013                         | 14/09/2013     |
| 8           | Review equipment position one month post transfer for any reported missing items | High     | 13/10/2013                         | 13/10/2013     |

**Key:**

 Completed task

## Treatment Centre 100 Day Plan

14th September 2013 - 23rd December 2013

### Subcontracts

#### To complete all contract issues

Accountable lead - Wendy Scarr, Assiant Director, Hospital Project Team

| Task Number | Task Description                                                   | Priority | Target Completion Date | Date Completed |
|-------------|--------------------------------------------------------------------|----------|------------------------|----------------|
| 1           | Sign all novations with relevant parties                           | High     | 15/09/2103             | 26/09/2013     |
| 2           | Place orders for all novated contracts to facilitate invoicing     | Medium   | 30/09/2013             | 16/10/2013     |
| 3           | Copy all orders and novated contracts to relevant department leads | Medium   | 30/09/2013             | 25/10/2013     |
| 4           | Review any further contracts that emerge                           | Medium   | 13/10/2013             | 13/10/2013     |
| 5           | Agreed contract terms with Sage care                               | Medium   | 23/12/2013             |                |

#### Key:

 Completed task





## Treatment Centre 100 Day Plan

14th September 2013 - 23rd December 2013

### GOVERNANCE

**Objective** To deliver a safe and effective service to patients that meets all the regulatory and registration requirements.

**Accountable lead** - Jude Archer, Company Secretary

| Task Number | Task Description                                                                                                                                                                                                                                                                                             | Priority | Target Completion Date                     | Date Completed                           |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------------------------------------|------------------------------------------|
| 1           | To address the concerns raised at the Risk Summit - (Medical Leadership and RMO on call)                                                                                                                                                                                                                     | High     | 14/09/2013                                 | 14/09/2013                               |
| 2           | To engage key Trust leads (including Risk, Incidents, Patient Experience, Safeguarding, Infection Control, Education & Training, Clinical Audit, Complaints & PALs etc) and fully integrate the treatment centre into the Trust's governance and assurance structures.                                       | High     | 14/09/2013                                 | 14/09/2013 and ongoing support provided. |
| 3           | To review compliance with CQC outcomes and ensure fully compliance with registration requirements.                                                                                                                                                                                                           | High     | 14/09/2013                                 | 14/09/2013                               |
| 4           | To meet with CQC Compliance Manager and discuss any concerns & provide assurance on the Trust actions and project plan.                                                                                                                                                                                      | High     | 16/08/2013                                 | 16/08/2013                               |
| 5           | To update and submit to the CQC the Trust's revised Statement of Purpose (part of CQC Registration)                                                                                                                                                                                                          | High     | 12/09/2013                                 | 12/09/2013                               |
| 6           | Continue communication/discussion with TDA & CCG on the impact of the treatment centre activity on Trust performance and actions/trajectories for recovery and take into account the findings from the three external audits commissioned. ( <i>cross reference to the Operations and Finance sections</i> ) | High     | Review monthly - until all targets are met |                                          |

| Task Number | Task Description                                                                                                                           | Priority | Target Completion Date | Date Completed |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------|----------------|
| 7           | Head of Quality & Patient Safety and Compliance & Regulation Manager to undertake a patient safety / governance walkabout in October 2013  | Medium   | Oct-13                 | 18/10/2013     |
| 8           | Review the response to patient safety / governance walkabout action plan and monitor implementation                                        | Medium   | 06/11/2013             | 07/11/2013     |
| 9           | Undertake a further patient safety / governance walkabout in December 2013 to ensure actions have been implemented and ongoing compliance. | Medium   | 20/12/2013             |                |
| 10          | Company Secretary to continue proactive engagement with CQC lead assessor/compliance manager                                               | Medium   | On going               |                |

**Key:**

 Completed task

## Treatment Centre 100 Day Plan

14th September 2013 - 23rd December 2013

### Operations

Accountable lead - Neil Harris, General Manager

| Task Number | Task Description                                                                                                            | Priority | Target Completion Date | Date Completed    |
|-------------|-----------------------------------------------------------------------------------------------------------------------------|----------|------------------------|-------------------|
| 1           | Instigate daily PMO meetings                                                                                                | High     |                        | 15/09/2013        |
| 2           | Place order for and commence medical records scanning project                                                               | High     |                        | 21/10/2013        |
| 3           | Set up medical records merge team and commence merging project                                                              | Medium   |                        | Target 15/11/2013 |
| 4           | Analyse income from all aspects of TC work, and state growth needed in order to get to a cost neutral position.             | High     | 25/11/2013             |                   |
| 5           | Identify and treat any unplaced patients from the CCG Choice team                                                           | Medium   |                        | 31/12/2013        |
| 6           | Draft business case for new OCT machine at QEII                                                                             | Medium   | 02/12/2013             |                   |
| 7           | Arrange further discussions with CD's to discuss future Treatment Centre use                                                | Medium   |                        | 31/10/2013        |
| 8           | Develop KPI's and other performance and quality measures                                                                    | High     |                        | 29/10/2013        |
| 9           | Develop budgets for each cost code in conjunction with Finance Manager                                                      | Medium   | 25/11/2013             |                   |
| 10          | Design and implement governance process to control changes that take place within the Treatment Centre, ie casemix changes. | High     |                        | 08/10/2013        |
| 11          | Assess report output from Moorfields and implement action plan accordingly.                                                 | Medium   | 25/11/2013             |                   |
| 12          | Assess report output from PWC and implement action plan accordingly.                                                        | Medium   | 25/11/2013             |                   |

**Key:**

 Completed task

## Treatment Centre 100 Day Plan

14th September 2013

### Communications

To ensure that all stakeholders are communicated with in a timely manner

Accountable lead - Peter Gibson, Associate Director, Public Affairs

| Task Number | Task Description                                                           | Priority | Target Completion Date | Date Completed |
|-------------|----------------------------------------------------------------------------|----------|------------------------|----------------|
| 1           | Undertake communications in line with agreed Communications Plan           | High     |                        | 14/09/2013     |
| 2           | Review NHS Choices website content and make necessary changes              | High     |                        | 14/09/2013     |
| 3           | Review and update ophthalmology pages on Trust's website                   | Medium   |                        | 11/10/2013     |
| 4           | Support refreshed marketing plan with any relevant external communications | Medium   | 22/11/2013             |                |

#### Key:

 Completed task

3 - 23rd December 2013

## Treatment Centre 100 Day Plan

14th September 2013 - 23rd December 2013

### Marketing

**To ensure referrals are at a sufficient level to bring the Treatment Centre to capacity and /or profitability**

Accountable lead - Mary Hartley, Primary Care Customer Relations Manager

| Task Number | Task Description                                                                                                                                                                                 | Priority | Target Completion Date | Date Completed                       |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------|--------------------------------------|
| 1           | Conduct market review and identify key opportunities and threats for Treatment Centre; understand key specialties and localities where business has been lost and to which alternative providers | High     | 09/10/2013             | 09/10/2013                           |
| 2           | Develop marketing plan to encourage increase in referrals, targeting key localities                                                                                                              | High     | 09/10/2013             | 09/10/2013                           |
| 3           | Marketing plan discussed and signed-off at Execs                                                                                                                                                 | High     | 10/10/2012             | 10/10/2013                           |
| 4           | Publish article in GP Update outlining plans for Treatment Centre services                                                                                                                       | Medium   | 11/10/2013             | 07/10/2013                           |
| 5           | Ensure clinician attendance at key GP locality and TARGET days to give TC overview                                                                                                               | Medium   | 20/12/2013             | North Herts 2/10/13; WelHat 24/10/13 |
| 6           | Letter to all GPs in area from Chief Executive and Medical Director                                                                                                                              | Medium   | 25/10/2013             | 24/10/2013                           |

| Task Number | Task Description                                                                                                                                                         | Priority | Target Completion Date | Date Completed |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------|----------------|
| 7           | Medical Director and Director of Business Development & Partnerships to meet with LMC to reassure and prompt LMC to reverse advice not to refer to (as was) Surgicentre. | High     | 06/11/2013             | 06/11/2013     |
| 8           | Division to confirm target referral numbers for T&O and Ophthalmology (Marketing Plan priority areas)                                                                    | Medium   | 22/11/2013             |                |
| 9           | Refresh Marketing Plan                                                                                                                                                   | Medium   | 22/11/2013             |                |
| 10          | Hold clinical engagement event for GPs encouraging them to visit Treatment Centre, meet with Clinicians and be reassured that patients can be safely referred            | Medium   | 27/11/2013             |                |

**Key:**

 Completed task



**Treatment Centre 100 Day Plan**

14th September 2013 - 23rd December 2013

**IM&T and Data**

Accountable leads - Keith Cunningham, Head of IT, Mathew Towers, Head of Information

| Task Number | Task Description                                                                                                                                                          | Priority | Target Completion Date | Date Completed                                                            |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------|---------------------------------------------------------------------------|
| 1           | Retrieval of Trust equipment loaned to Carillion during the projects. This includes USB sticks, Laptops, VPN tokens etc.                                                  | Medium   |                        | Completed 23/10                                                           |
| 2           | Undertake an exercise to migrate additional NHS email addresses not captured during the go live weekend. ENHT IT liaising with Operations staff to complete this process. | Medium   |                        | Completed 23/10                                                           |
| 3           | Undertake an exercise in addressing the shortfall in data sockets identified on go live weekend. Provision of back power supply to the IT equipments. (UPS)               | Medium   |                        | Initial quotes received on the business regarding implementation          |
| 4           | Resolve and document business as usual processes (BAU) for Proxima.                                                                                                       | Medium   |                        | Completed 23/10                                                           |
| 5           | Address the short fall in application licences identify on go live weekend. This relate to the purchase of additional SQL licences by ENHT.                               | Medium   |                        | Being progressed with Carillion. Anticipated to be completed by 8/11/2013 |
| 6           | Ensure project closure and sign off of project related documents i.e., PID, Plan, Financials, Closure Report                                                              | Medium   |                        | Target 01/11/2013                                                         |

| Task Number | Task Description                                                                                                                                                                                                                                            | Priority | Target Completion Date | Date Completed                                                                  |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------|---------------------------------------------------------------------------------|
| 7           | Implement phase two of the Treatment Centre project which involves the following - Proxima migration, consolidation of inherited systems to identify which system needs to be retained and which system needs to be migrated to an alternative Trust system | High     |                        | Paper being produced to understand Trust requirements - 4/11/13                 |
| 8           | All systems transferred to understand contracts and document contacts and update lists                                                                                                                                                                      | Medium   |                        | 23/10/2013                                                                      |
| 9           | All technical documentation for all novated systems to be handed over to support teams.                                                                                                                                                                     | Medium   |                        | 25/10/2013                                                                      |
| 10          | Meet with Neil Harris and Tim Walker to confirm what policies and procedures to be on KC                                                                                                                                                                    | Medium   |                        | Discussions have already been had with Neil Harris                              |
| 11          | Implementation of the following actions resulting from the migrations/novation of certain systems: a) Trend BMS coming onto ENHT network b) Orion and Winscribe – MS O/S and SQL licenses                                                                   | Medium   |                        | Quotes received from Estates. Discussions regarding cost needs to be discussed. |
| 12          | Instigate formal discussion with CSC on data transfer                                                                                                                                                                                                       | High     |                        | On going                                                                        |
| 13          | Undertake any outstanding coding for Clinicenta                                                                                                                                                                                                             | High     |                        | 13/10/2013                                                                      |
| 14          | Reviewing data scripts with Carillion Information Team to ensure data integrity of monthly joint ENHT & TC submissions to Unify                                                                                                                             | High     |                        | 25/10/2013                                                                      |
| 15          | In conjunction with TC Lead (Neil Harris) identifying KPI Reporting requirement and delivering regular routine activity reports                                                                                                                             | High     |                        | On going                                                                        |

| Task Number | Task Description                                                                                                                                                                                                                                                                            | Priority | Target Completion Date | Date Completed |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------|----------------|
| 16          | Redeploying ENHT Clinical Coding Team staff to assist with coding at the TC. Discussions held with TC leads (Neil Harris / Mat Davenport) to provide staffing for delivery of patient case notes to support coding function at TC.                                                          | High     |                        | 18/10/2013     |
| 17          | Organised fortnightly review meetings with TC leads (Neil Harris / Matt Davenport/ Saroj Ahmet) to discuss current, ongoing and potential developments within the TC.                                                                                                                       | Medium   |                        | 23/10/2013     |
| 18          | Support process for Keystone/Indigo 4. On 16/10/2013, meeting held to agree process for updating GP surgery list and technical support (between Neil Thaiss and Emily Feja's Team) and administration (Carole Watkins team) . Training requirements agreed and Ollie to book with Indigo 4. | Medium   | 08/11/2013             |                |
| 19          | Assigning user rights and rigorously monitoring access to the proxima system for TC and ENHT staff.                                                                                                                                                                                         | Medium   |                        | On going       |

**Key:**

Completed task

## Treatment Centre 100 Day Plan

14th September 2013 - 23rd December

### Finance

To fully understand and report the formal position of the Treatment Centre as a separate entity during 2013/14.  
To return the unit to a position of financial viability as soon as possible and limit the financial risk during 2013/14.

Accountable lead - Katrina Doyle, Head of Management Accounts

| Task Number | Task Description                                                                                                                 | Priority | Target Completion Date | Date Completed |
|-------------|----------------------------------------------------------------------------------------------------------------------------------|----------|------------------------|----------------|
| 1           | Legacy issues - undertake final invoicing for for Trust agreements pre transfer                                                  | High     | 30/10/2013             | 23/10/2013     |
| 2           | Legacy issues - resolve any outstanding debt issues                                                                              | High     | 23/12/2013             |                |
| 3           | Establish scale of set-up/mobilisation costs including all legal fees and consequences of staff transfer/redundancies            | High     | 30/10/2013             | 23/10/2013     |
| 4           | Full understanding of cost structure both during and post the baseline assessment period leading to creating of budget structure | High     | 23/12/2013             |                |

r 2013

## Treatment Centre 100 Day Plan

14th September 2013 - 23rd December 2013

### Workforce

Accountable lead - Tricia Phillips, HR Consultant

### Workforce

| Task Number | Task Description                                                                  | Priority | Target Completion Date | Date Completed |
|-------------|-----------------------------------------------------------------------------------|----------|------------------------|----------------|
| 1           | Receive HR records from Clinicenta                                                | High     |                        | 16/10/2013     |
| 2           | Review HR records                                                                 | High     |                        | 29/09/2013     |
| 3           | Ensure payroll have all details to undertake payroll at beginning of October 2013 | High     | 05/10/2013             | 05/10/2013     |
| 4           | Develop and implement recruitment plan for any staff shortages                    | Medium   | 30/11/2013             |                |

**Key:**

 Completed task