

# Board of Directors Meeting

## Report

**Subject:** Accountability Matrix

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### BACKGROUND

The governance framework was approved last year by the Board of Directors which articulated simply all of the key systems and structures to govern the relationship between the Board of Directors and the Executives holding functional responsibilities for operational delivery. The devolution of responsibilities to the Divisions was the subject of Board debate back in early 2013 and has not to date been revisited but will no doubt be considered as outcomes from turnaround work emerge.

Having approved the 'future state', it was necessary to implement changes to the governance framework, which have since been completed and involved:

- Amending governing frameworks defining decision rights and escalation paths
- Detailed design of the corporate governance operating model and its components
- Developing a matrix defining Trust accountabilities across the executives
- Mapped governance requirements to organisational functions and business requirements

In parallel with the changes to the Board's Committee structure, enhancements were developed concerning the operational governance infrastructure to safeguard the management of quality, performance and risk, and change commenced early in 2014 with the introduction of a new Trust Management Board. The Company Secretary developed Terms of Reference and a cycle of business for the Trust Management Board to be executed by a proposed TMB Committee structure which was approved by the Executive Team and TMB. Each of the approved Executive Chairs and Leads of each TMB Committee developed their own Terms of Reference, Workplans and Sub Committee structures such that clinical and operational governance matters were appropriately overseen across the entire cycle of business.

Sub structures and Terms of Reference for each TMB Committee were subsequently approved, and with regard to clinical governance, the Director of Nursing has completed and presented to Board in October 14, a sub-committee structure which supported CG&QC primarily, but depicted all sub structures supporting TMB's Committees. Due to a number of changes in personnel, remits and focus, the executives are revisiting the role of TMB and that of its committees to ensure it remains fit for purpose. Any changes will be presented to Board in the future.

### Matrix defining key accountabilities across the executive

Improving quality at the same time as maintaining financial control represents a more difficult equation than ever for the Trust given its long term financial plans predicated on the success of

system wide strategies and successful hard hitting efficiency drives, but it is an equation we must continue to solve.

The executives recognise that a well-designed organisation ensures that the form matches its purpose or strategy and meets the challenges posed by business realities and significantly increases the likelihood that the collective efforts of people will be successful

The accountabilities of the Executive Team have been re-evaluated in light of recent changes on the Board, and the increasing focus of the Quality Improvement Plan which has emphasised potential disproportion across executive portfolios. The accountability matrix was initiated in 2014 in order to ensure all functional accountabilities had a single executive lead assigned for the strategic direction, leadership and performance management of each functional area of the Trust and further work has been undertaken to ensure that knowledge and understanding across the Team and across the accountabilities outlined, was held by each executive lead, alongside an understanding of prioritisation perspectives. On completion of the matrix and prioritisations, each executive was at the time accountable for ensuring they had capacity and capability individually and amongst their teams in order to deliver across individual spheres and to pick up any gaps with the Chief Executive. Executives produced team structures to ensure clarity across the executive team and to facilitate individual assessments of team capacity.

The passage of time since the last review of the matrix, and recent changes to the composition of the Board and acknowledgment of the current SMART plan barrier progress has reinforced the need to revisit executive portfolios particularly concerning the current workload of the Medical Director and a revised iteration of the accountability matrix is enclosed for Board approval.

The Executive Director of Nursing presented the visual depiction of the linkages between TMB Committees and their supporting substructures such that clarity was provided regarding clinical and operational governance across the Trust, and how that fits within the wider corporate governance structures and this was approved by the Board in October 2014 and remains current pending a further review to incorporate the turnaround board.

**Action Required by Board of Directors:**

1. Board of Directors is invited to approve the current accountability framework and acknowledge further clarifications are being progressed specific to the turnaround agenda and PMO and recovery programme.