

Dear Lin

Thank you for sending us a copy of the report from the Health and Adult Social Care Committee's working group on the Keogh review.

We found the report to be a very insightful and useful read and welcome the recommendations that have been made. Of course, as you are aware, the Trust has responded seriously and swiftly to the recommendations that came out of the national Keogh review last year, and as a Trust we have made a number of quality improvements. At a follow-up risk summit with the review team in December 2013, it concluded that real progress had been made and that all areas of concern were being addressed. However, we know there is more to do and during our recent public engagement sessions (which you may have heard referred to as the Big Conversation) we have been able to start an open and honest dialogue with our patients about how we can further improve their experience of our services. We will be happy to give members a full update on our progress, and what we are doing as a result of the Big Conversation, when we come to the committee in April 2014.

We now have a clear Quality Improvement Strategy in place which has three aims – reduce harm; reduce mortality; great patient experience. This puts quality at the heart of everything we do. Your working group report's recommendations, where applicable, have fed into the action plan to support the implementation of this strategy.

As requested, we are able to respond to each recommendation made in your report:

Recommendation	Response
i. The Trust Board development programme gives serious consideration to how robust clinical, nursing and carer challenge at board level is achieved, and whether the Non-Executive Directors (NEDs) need to be drawn from more varied backgrounds to provide this level of challenge. The views of the development programme, and our own concerns should be acknowledged during any future NED appointment process by the Board and Trust Development Authority.	<p>Since 2013, the Trust Development Authority (TDA) is the organisation responsible for the recruitment of non-executive and chair positions in NHS Trusts. Prior to this the Appointments Commission were responsible nationally.</p> <p>Recruiting the right type of non-executive members for NHS organisations has been reviewed nationally as part of this transition and following the national Francis, Keogh and Berwick reports.</p> <p>At Bucks Healthcare, we have also been looking and working with the TDA on the general development and support provided to non-executives; this has included a review of our governance processes and Board committee structures and reporting.</p>
ii. The Trust Board development programme examine whether the Healthcare Governance Committee is adequately transparent in its operation, the level of detail provided to the Board, and what is published online concerning this committee's reports, discussions and decisions.	<p>As mentioned above, over the past six months the Board committee structure has changed. This has included changing the Healthcare Governance Committee, which has been replaced by a Quality Committee with new terms of reference and membership. The reports to the Board will also be changed to reflect the purpose of the Quality Committee.</p> <p>We are happy to share a copy of the terms of reference for this committee once they have been ratified.</p>
iii. That discharge planning and processes are singled out for focus in the delivery of relevant Keogh actions, resulting in improved Board	<p>As part of our Keogh action plan we have examined our discharge planning processes and specific actions have been picked up in our ongoing Quality Improvement plan.</p> <p>We know there is more we can do to improve discharge</p>

<p>awareness of patient experience during discharge, and evidence published on how processes and outcomes have been improved to a high standard.</p>	<p>planning and this will become a specific focus for us during 2014, as part of our improvement plan. We also continue working with our health and social care colleagues to ensure we are joined up in our approach.</p>
<p>iv. That the Trust Board explains what they have done to understand the accessibility of the services relocated as part of Better Healthcare in Bucks, clarify the gaps in provision for people without access to a car, and to implement and monitor actions to address these gaps in transport service over the next 6 months.</p>	<p>Transport and accessibility, related to Better Healthcare in Bucks, is a multiagency project and is something that continues to be monitored via the benefits realisation plan and through InPACT programme board. We are continuing to make improvements including enabling free travel on Arriva buses for staff and patients between the main hospital sites, and jointly funding the Community Transport Hub with Transport for Bucks.</p> <p>There is always more that can be done and we know that the problems are more general than health. We would welcome any support the committee could give in general discussions with the councils, Highways Agency and transport providers.</p>
<p>v. That the HASC supports the Trust in its lobbying efforts with the Department of Health and NHS Trust Development Authority to secure additional funding to assist with its preparations for winter and in its response to the Keogh report.</p>	<p>The Trust received some 'winter monies' in the second funding wave. It is continuing to seek support with Keogh costs.</p>
<p>vi. In order to provide assurance to the HASC and general public that the issues raised by Keogh are being addressed, the Trust should produce a more comprehensive response summary which aligns the issues raised by Keogh, to the actions taken, and details how the subsequent improvements in patient care will be evidenced</p>	<p>A regular update to the action plan has been presented at each public Trust Board meeting, and in addition updates have been published on the NHS Choices website (http://www.nhs.uk/NHSEngland/specialmeasures/Pages/about-special-measures.aspx).</p> <p>21 of the 25 actions within the plan have been signed off and continued to be monitored through our quality improvement programme. The remaining 4 actions have been progressed but require further assurance before being signed off. They are specifically being followed up through our quality improvement plan.</p>

I thank you again for the work of the committee and your recommendations. We look forward to continue working with you as we progress our quality important programme.

Yours sincerely
Anne Eden
Chief Executive