

**To:** The Board

**For meeting on:** 25 February 2016

**Agenda item:** 4

**Report by:** Jim Mackey, Chief Executive

**Report on:** Executive Report

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1. Over the last month I have continued to work on a number of issues which collectively ensure that NHS Improvement is establishing itself as an organisation standing shoulder-to-shoulder with the service, whether that is in getting a grip on the financial situation or providing stability and offering support as our NHS seeks to change and improve to meet the needs of its patients.
2. I was delighted to be able to announce the appointments to my Executive team ahead of the major conference which we held on 11 February 2016, and which is covered in more detail in the Chairman's report (please note the Chairman used his emergency powers in this regard, to ensure the appointments could be made in a timely manner). As a team we are now working on the detailed directorate structures for the organisation, and, as importantly, the values, behaviours and ways of working which will underpin everything we do.
3. We also announced the establishment of a clinically-led Improvement Faculty which will support us in driving an 'Improvement Movement' across the whole NHS. Together with clinical networks supporting our Medical and Nurse Directors, this will ensure that NHS Improvement, and the sector as a whole, benefits from the best clinical leadership in the world.
4. As we establish our own structure we are working with other ALBs to ensure that we identify any opportunities for joint appointments or other closer working arrangements. The Board will be aware that we have already agreed to appoint a Chief Technology Officer jointly with NHS England, and recruitment to that post is underway.
5. To ensure that we remain focused on issues which are relevant to providers I continue to meet with a range of chief executives and other stakeholders. I have recently attended and spoken at dinners organised by Deloitte and by NHS Providers. I have also established an advisory group of 22 CEOs from a range of NHS trusts and foundation trusts, which met for the first time this week. Many of

the issues which I am discussing with Chief Executives are covered elsewhere on this agenda. They include:

- the financial position and controls in 2015/16 and 2016/17
- operational performance issues, particularly A&E performance
- the development of longer term Sustainability and Transformation Plans
- implementation of the junior doctors' contract

6. In relation to the last item, the Board will be aware that I wrote to all trusts and foundation trusts last week to set out my views on the position we are in now. This has, understandably, been a time of conflict and disagreement. However, I strongly believe that we all now need to play our part in helping bring colleagues together again after this difficult process and ensure consistent implementation across the NHS. The contract which is now being offered addressed over 90% of the key concerns raised, and we will work with NHS Employers and other partners to ensure that providers are able to communicate the offer, provide reassurance to concerns, and answer questions.
7. In conclusion, in the short term, the scale of financial and operational challenges across the sector mean we will need to take a more involved and directive approach with more providers than we intend to in future. But as the sector comes back into balance, we will adopt a longer term oversight model with more and more providers. In this model, we support first, building deep and lasting relationships with providers and working alongside them to help them to improve, and only intervene when we have to. We cannot expect providers to expand their improvement capability overnight, especially those facing difficult challenges. So from the outset, we will be supporting the whole sector in building proficiency in sharing and developing improvement tools and techniques.

**Public Sector Equality Duty:**

*Monitor has a duty under the Equality Act 2010 to have due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people from different groups. The Act protects against discrimination on grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, gender and sexual orientation. We have thought about how the issues dealt with in this paper might affect protected groups.*

*We believe the paper will not have any adverse impact upon these groups and that Monitor has fulfilled its duty under the Act.*

**Exempt information:**

*None of this report is exempt from publication under the Freedom of Information Act 2000.*