



## **Saolta University Health Care Group / Letterkenny University Hospital Work Plan**

### **Background**

A number of reviews undertaken in the past few years including the Price review and the more recent HIQA inspection have identified areas for improvement at Letterkenny University Hospital (LUH). The recommendations from these reports centre on reviewing, refining and strengthening existing practices to ensure LUH has optimum managerial and clinical governance in the delivery of services and a clear sense of purpose. While progress has been made with many of the recommendations from these reviews, there is a need to develop this work further and Saolta have engaged with external expertise to do this in a structured and targeted manner. There is a strong commitment from both Letterkenny management and Saolta to strengthen and develop governance structures in the hospital and between the hospital and Saolta Group.

### **Work completed 4<sup>th</sup> Quarter 2021**

A desktop review utilising various governance related documents connected to Letterkenny University Hospital (LUH) provided by Saolta was undertaken by Senior individuals of NHS Scotland in the 4<sup>th</sup> Quarter 2022. The aim of the desktop review was to identify priority areas to improve governance in LUH following the recent reviews. It was also intended to identify governance areas for further focus as part of a full Diagnostic Review; which would provide further recommendations on the basis of a broader review of processes, data and intelligence. The Team from Scotland were not in a position to complete a full diagnostic review following on from the desktop review due to competing work demands. The output of the desktop review is being taken forward and will be incorporated into the next phase of work.

### **Planned Programme of work 1<sup>st</sup> Quarter 2022**

The Group have engaged with EY to continue our work with Letterkenny Hospital and support us in achieving our objectives for the hospital, we have agreed an initial scope of works for the next month pending completion of a procurement process for the entire work programme.

The objective for the next month pending the completion of procurement, is to define two clear deliverables which act on and progress defined recommendations and provide a platform for change for LUH:

1. Mobilisation of project team and initial governance structure to drive longer term programme to implement recommendations
2. Undertake a Joint workshop to articulate initial draft Vision, Mission and Purpose for LUH

We believe this initial workshop and definition of vision and mission for the hospital is integral to ensuring a clear purpose for this model 3 hospital for the future.

### **Scope of services**

The guiding principles which will support the delivery of this work include the following:

- EY will work in partnership with the leadership of LUH and Saolta University Health Care Group to deliver on objectives and co-create deliverables
- Project activity shall be led and owned by LUH and Saolta University Health Care Group to ensure engagement and alignment across and within the respective organisations
- The multi-skilled EY team will support Leadership of LUH and Saolta University Health Care Group to focus on action to progress recommendations identified through previous assessments and reports. It is not proposed to “assess the assessment”
- EY propose to refine and develop fit for purpose governance which effectively uses key stakeholder time and enables timely, strategic decision making.

The initial engagement is expected to extend over a duration of 4 weeks, commencing on the 14th February 2022 and following a procurement process further work will be completed over a number of months.

The overall approach for the work is described below and will be carried out in two parallel workstreams as below;

- Workstream 1: Project Team and Governance
- Workstream 2: Workshop Work Breakdown

The following tables outline the relative responsibilities and contributions of EY and Saolta (Client)

**Workstream 1: Project Team and Governance**

Activity	EY	Client	Detail of Activities	Output
Establish Project Team	Lead	Support	Client will support in scheduling, invites and document circulation. Client will nominate members to participate as active members of project tea,	Meeting decks
Establish Project Governance	Lead	Support	Client to review and complete templates during phase 1	Meeting decks

**Workstream 2: Workshop**

Activity	EY	Client	Detail of Activities	Output
Scheduling and workshop preparation	Lead	Support	Client will support with workshop preparation, scheduling and facilitation	n/a
Preparation of initial draft Vision, Mission and Purpose	Lead	Review	Client to review draft Vision, Mission and Purpose and be available to test and validate.	Draft Vision, Mission and Purpose

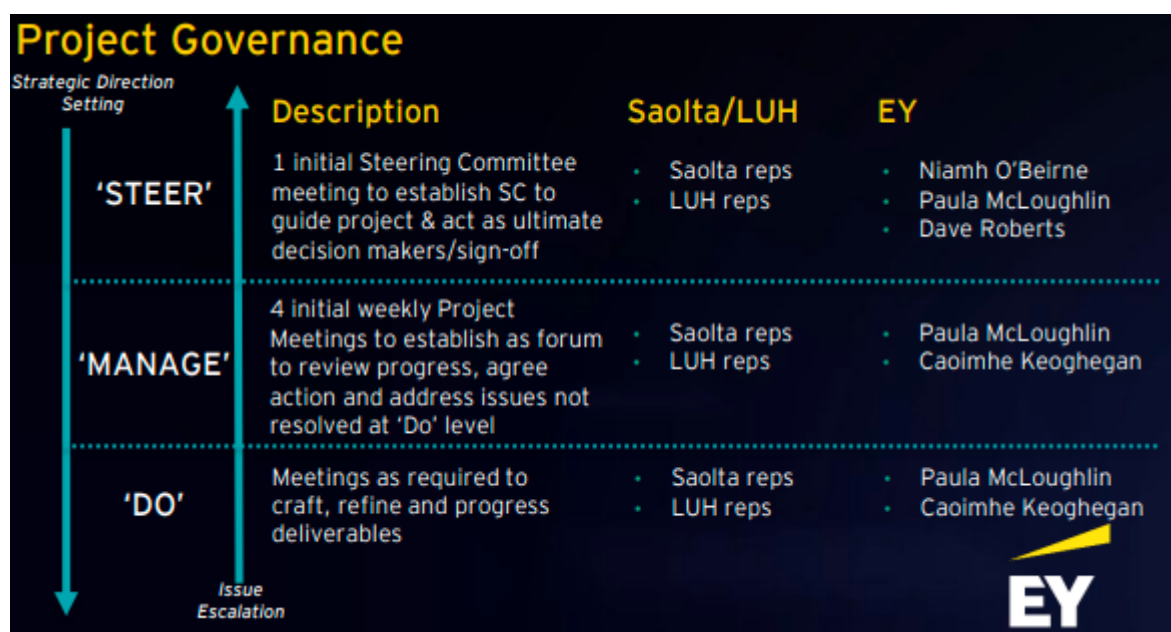
**Deliverables**

The table below sets out the deliverables for the engagement.

Deliverable ID	Workstream	Deliverable Title	Description	Format	Target or Due Date
D01	1. Project team and governance	Project Kick Off Meeting Deck	Overall plan for the Programme including milestone plan and activity plans	MS PowerPoint (5-7 slides)	16/02
D02	1. Project team and governance	Project Steering Terms of Reference	Terms of reference for project steering committee	MS PowerPoint (2-3 slides)	01/03
D03	2. Workshop	Workshop Presentation	Workshop content to support delivery of Vision, Mission, Purpose workshop.	MS PowerPoint (TBC)	09/03
D04	2. Workshop	Draft Vision, Mission & Purpose for LUH	High level outputs from Vision, Mission & Purpose workshop outputs	MS PowerPoint (2-3 slides)	10/03

Deliverables will be presented and discussed at weekly project meetings.

## Project Governance



Project Timelines for this initial work which will take place from 14<sup>th</sup> February, 2022 to 14<sup>th</sup> March, 2022.

Action	Timeline
Agreeing proposal with EY	1 <sup>st</sup> February 2022
Briefing LUH Hospital Management Team	7 <sup>th</sup> February 2022
Establishing Project Team and Project Governance	w/c 7 <sup>th</sup> February 2022
First Meeting of Project Team	16 <sup>th</sup> February 2022
First Meeting of Steering Group	4 <sup>th</sup> March 2022
Vision & Mission Workshop LUH	9 <sup>th</sup> March 2022
Formal Procurement process for substantive work	Feb/March 2022

Following the procurement process, the following work plan will be timelined from 14<sup>th</sup> March onwards.

1. **Vision Mission and Purpose for LUH**
  - Further validate and refine the vision, mission and purpose for LUH with defined stakeholders subsequent to the workshop held on 9<sup>th</sup> March, 2022.
2. **Executive Summary of existing reports/documentation**
  - To define clear focus for longer term programme to implement recommendations incorporating the output from the Scottish desktop review of governance related documentation.
3. **Governance**
  - Virtual/face to face workshop to focus on reviewing and refine governance structures and future governance conceptual model for LUH
  - Review and refine governance structures for LUH with defined stakeholders subsequent to that meeting

#### 4. **Communications**

- Virtual/face to face workshop to focus on defining a high level communications strategy for LUH
- Draft, validate and refine future high level communications strategy for LUH with defined stakeholders subsequent to that meeting

#### 5. **Implementation and Change Plan**

- Define longer term plan to **sustainably implement and embed** the following;
  - LUH Vision Mission and Purpose
  - Future governance model
  - Future high level communications strategy

#### 6. **Embedding project management and governance infrastructure to include e.g.,:**

- Detailed project planning
- Weekly joint project meetings
- Bi-weekly Steering Committee meetings

At the end of this process, it is intended to have

- A clear mission, vision and purpose agreed for Letterkenny University Hospital
- Reviewed and made any changes identified to existing governance structures at LUH and Saolta level.
- Clear implementation plan addressing outstanding actions from recent reviews.