

Introducing the NHS Trust Development Authority





Foreword

The NHS Trust Development Authority (NHS TDA) has a unique opportunity to provide leadership, support and development for those providers that remain NHS Trusts.

The organisations we will have oversight of come in all shapes and sizes and deliver a variety of services including community services, mental health services, acute care and ambulance services. Each and every one of those organisations has their own distinctive challenges and the task ahead of the NHS TDA is to get to know and understand each of those NHS Trusts and provide the right level of support to ensure they can succeed.

Our aspiration is a simple one: to ensure there are sustainable, high quality services in every part of the NHS. For most NHS Trusts, achieving this will mean they can push forward and become NHS Foundation Trusts (FTs) – and in the process meet the Government’s stated objective of ensuring all NHS providers reach FT status.

For others, a minority of NHS Trusts, more radical support will be needed, and we will need to work hard to create the right environment to inspire creative and new models of delivery that have the support of the local communities these organisations deliver care for.

To achieve all of this we need to ensure that every single one of the 230 or so staff that we directly employ in the NHS TDA is exceptional. Our new team of Directors, introduced in this document, are currently working hard to recruit the highest calibre staff at every level in their directorates.

This Introduction to the NHS TDA provides an outline for the kind of challenges we face as an organisation, how we are structuring ourselves to meet that challenge and how we are going to work in a different and creative way to ensure that everyone who joins us as part of the team finds their work both stimulating and rewarding.

David Flory
Chief Executive

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Introducing the NHS Trust Development Authority

The NHS is changing. The new health and social care system is redefining the way the NHS works, and for the very first time there will be an organisation whose sole focus it is to provide leadership and support to all non-Foundation Trust Hospitals.

The NHS Trust Development Authority (NHS TDA) will, over the period of its lifetime, have a single ambition: to support NHS Trusts to deliver high quality, sustainable services in the communities they serve. That commitment will help to ensure that patients who rely on hospital services, community services, ambulance services and mental health care currently provided by NHS Trusts up and down the country will be able to demand the same high quality services that are now commonplace in the NHS.

However, the challenge ahead of us to be able to deliver that aspiration is considerable. The 103 remaining NHS Trusts, which deliver about £30billion worth of NHS care every year, each face their own set of unique challenges. Some NHS Trusts are close to the end of their journey toward Foundation Trust (FT) status, but for others, the situation is less straightforward, with some NHS Trusts requiring significant support to overcome the challenges they face.



Attracting the right people to join the NHS TDA

Our approach, creating a quality directorate at the heart of our organisation, supporting locally-focussed Delivery and Development Teams to support NHS Trusts, underpinned by strong performance teams all working to a single operating model, will help to ensure that the right skills and talent can be brought to bear on even the most entrenched problems that NHS Trusts might face.

Being able to provide that support and direction will require the NHS TDA to attract the most high calibre, experienced and talented people the NHS and DH has to offer in each and every post it creates.

In exchange for the commitment to being as determined to ensure that every single NHS Trust can deliver high quality, sustainable services as the clinicians and support staff who work in those organisations are, we will create a working environment where every single member of the NHS TDA staff is valued and involved in a wide variety of different aspects of our organisation, working across different directorates, bringing their skills to bare across a range of issues and projects.

We will work hard to ensure that each member of our team is given the kind of experiences that will challenge him or her to build and strengthen their own skills and abilities – enhancing their personal development and making them even more experienced, knowledgeable and respected when they leave the NHS TDA than when they first joined us.

A different kind of NHS organisation

We will, of course, be unique in respect to any other new national NHS organisation that is being created through the reforms in health and social care in that the NHS Trusts which we give leadership and oversight to are not neatly spread equally across the country. The scale of our challenge will also shrink over time, as more and more of the organisations we support gain the autonomy that FT status brings.

It is because of these characteristics that we won't be opening offices in every region of the country but are currently planning to have a central office function in London, as well as other offices in Taunton, Manchester and Leeds. We recognise that not everyone we would like to attract to work for the NHS TDA is located near to one of these offices, so a central tenet of how we are designing the working rhythm of the NHS TDA is to create the environment where people can work in a mobile and effective way.

As essential as valuing, supporting and developing our own staff will be, we recognise that success for the NHS TDA will also rest heavily on the relationships we are able to develop with NHS Trusts, their Boards and the staff who work for those trusts.



Creating the right environment for success

The NHS TDA will not exist merely to monitor and performance manage how NHS Trusts deliver their business. We know we are going to need to work with our organisations in an open and transparent way, where problems and issues are shared and challenges are faced together. That is why half of our management team will be Directors of Delivery and Development: each holding a portfolio of NHS Trusts that they will work directly with and interface with on a daily basis. There will almost certainly be tough discussions in the journey ahead as well as hard decisions that will need to be made, but those challenges will need to be met under the shared ambition of delivering high quality, sustainable services in every community.

However, even getting all of these things right will not be a guarantee to success: we need to make sure that the environment is right to nurture close relationships with other NHS national bodies – relationships that will add real value to the day-to-day running of NHS Trusts.

The NHS TDA is an independent organisation, but our close relationships with other national bodies such as the NHS Commissioning Board (NHS CB), the Care Quality Commission (CQC), Monitor, Professional Regulators, Health Education England and Public Health England will help to ensure we play an important role in providing the system leadership to deliver sustainable, high quality care. This spirit of partnership – working together to create the right environment for success – is an approach we will expect to see replicated right across all the local health economies (LHEs) which, NHS Trusts play a part.

Creating a vision for the NHS TDA

The scale of what the NHS TDA needs to achieve is both exciting and challenging. Our success over the coming years will rely heavily on how we go about our business, so we recognise that it is crucially important we don't just have a clear set of values that run throughout everything we do, but that we adhere closely to them in our day-to-day work and behaviour.

Our people: how we will build a great team

The task ahead of the NHS TDA is a challenging but exciting one and the single biggest influence on our success will be the people who chose to come and work for us.

The NHS TDA will be one of the smallest of the new national organisations in terms of staffing so it's crucially important to us that we not only recruit the best people the NHS has to offer but that we provide them with a broad range of opportunities that will both help develop them as individuals and give them a platform to make a real difference to the lives of patients and families who rely upon the care provided in NHS Trusts.

That is why, within our structure, many of the posts we have created work across a number of different directorates. For example, some staff will work as a part of the Quality Directorate but will also work as part of one of the teams supporting the Directors of Delivery and Development: working on creating the conditions whereby NHS Trusts can improve the quality of care they provide, but having a key stake in helping that get delivered locally.



The scale of our challenge means that each and every one of the staff we employ has to be fully engaged in the organisation's main objective: to deliver sustainable, quality services in every part of the NHS. We are determined to create the kind of organisation where everyone has the opportunity to contribute and be a key part of one single national team: working together, sharing ideas, stretching their personal ambitions and continuously developing in a culture where there is an absolute focus on success.

We want to create an organisation where the values of openness, transparency, respect and commitment run throughout each and every one of our members of staff and their teams, helping to create the right conditions both for the NHS TDA to succeed and to ensure we secure the right relationships with NHS Trusts to work together to deliver higher quality services locally in the future. Like every other NHS organisation we will adhere to the NHS Constitution and use it to help to guide the principles which underpin our work.

The NHS TDA comes into being on the back of a sustained period of improvement for the NHS. That success has been delivered by fantastic teams based right across the country, which is why we are looking to establish a presence in different parts of England, acknowledging that having a purely London-based organisation would deter a lot of very talented people from joining our organisation. That is why we have already determined to open offices in Taunton, Manchester and Leeds as well as London, and are working to ensure that the systems we develop also enable many of our staff to be able to work effectively out of any location in the country.

Our approach is simple: creating the focus on quality, attracting the best staff and designing the values and environment in which they can thrive, will help to ensure that we can provide the very best support to the NHS Trusts we will be working with over the coming years.

Our ways of working: how we will work with NHS Trusts

The success or failure of what we are setting out to achieve is intrinsically linked to the relationships we develop with each and every one of the NHS Trusts that we will have oversight for.

Our aspiration is to support NHS Trusts to succeed in delivering sustainable, high quality services for the communities they serve. That is why the structure of the team we've created in the NHS TDA is heavily focussed on creating directorates of delivery and development that will engage with local leadership teams in an open and transparent way: problem solving together, setting ambitions and goals and holding to account on delivery.

We want to create an environment where NHS Trusts work closely with us on problems and issues that arise, enabling the NHS TDA to support organisations in overcoming any hurdles they face.

In return, the NHS TDA will operate in an unambiguous, supportive way, within a clear Single Operating Model that we will expect all NHS Trusts to work within.

Our Quality, Finance and Strategy Directorates will combine to ensure there is a rich seam of information, data and expertise flowing through the organisation, supporting NHS trust Boards and our Directors of Delivery and Development to identify where support is needed to help organisations improve their performance, and work to getting closer to the goal of delivering sustainable, high quality services to the communities they serve.



Working as part of a system to support NHS Trusts

The NHS TDA is one part of a much broader set of changes the NHS is going through. New organisations such as the NHS CB, Health Education England (HEE) and Public Health England are also being created as part of the NHS reforms and existing organisations such as Monitor and the CQC are also taking on new and different responsibilities.

The success of each of these new organisations will, in no small part, depend upon how closely we work together to create the right environment nationally to help NHS organisations to succeed locally.

We are committed to working closely and collaboratively with all of our national partners to create the right conditions to support NHS Trusts to succeed, in the same way that we expect those trusts to work closely with local, Clinical Commissioning Groups, Health and Wellbeing Boards, the CQC and other providers to ensure their plans are sustainable, deliverable and supported right across their local health economy.

High level structure of the NHS TDA

The NHS TDA will be the first organisation of its kind to provide leadership solely to the non-FT NHS Trust sector.

The shape of the Board and Executive Leadership Team of the NHS TDA reflects the balance we need to strike as an organisation – ensuring that the architecture and environment nationally is aligned to help NHS Trusts to succeed, while delivering real and tangible support to local NHS Trusts.

The Board will comprise of a Chair, Chief Executive, four Non-Executive Directors (NEDs) and Executive Directors for finance, medicine and nursing to account for the NHS TDA's statutory functions in overseeing the quality and sustainability of NHS Trusts.

The Executive Leadership Team will comprise of the Chief Executive, four Directors of Delivery and Development, a Medical Director, a Finance Director, a Director of Strategy, a Director of Communications and a Nursing Director.

We recognise that NHS Trusts won't succeed going forward unless they have the right focus on quality and the systems in place to be able to deliver the kind of high quality services their patients demand.

The Clinical & Quality Directorate will therefore be at the heart of our organisation and will have around 50 staff dedicated to supporting NHS organisations to improve quality, focussing on areas as diverse as patient experience through to medicines management. A key part of that directorate will be the Intelligence and Insight Unit that will focus on monitoring quality data much more effectively than ever before and interpreting that data in a way to support NHS Trusts as well as the rest of the NHS TDA.

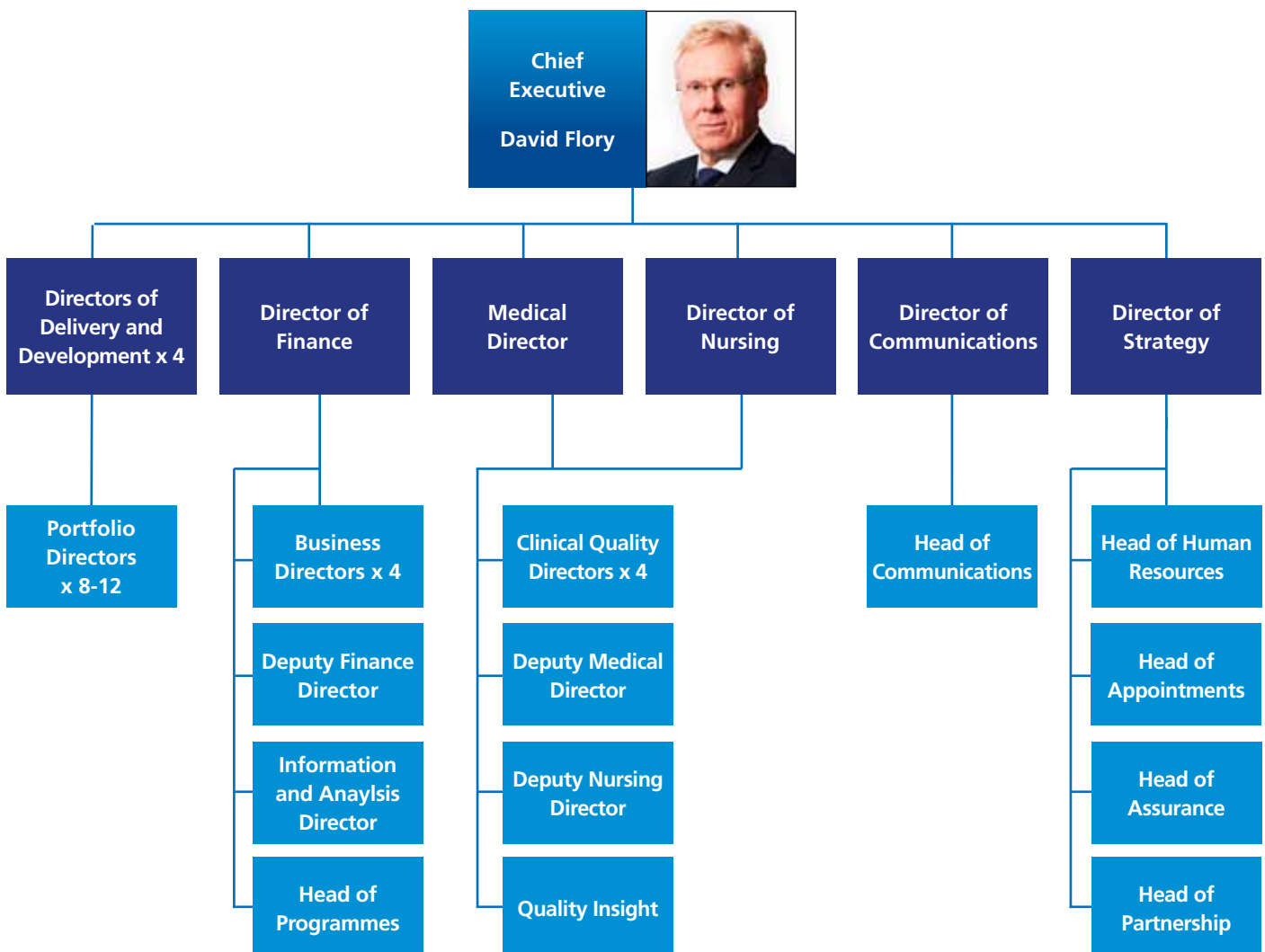
High quality care has to be supported by sound business planning, so our finance directorate will comprise of Business Support Teams that will work locally with Directors of Delivery and Development, a Corporate Finance function and a Data Analysis Group that will provide analytical services to the whole of the organisation.

High quality care underpinned by sound business planning will deliver the kind of sustainable quality we aspire for all NHS Trusts to achieve. However, we know that for some NHS Trusts the challenges ahead are significant and will require much more radical support and intervention. For this to be successful we will need to work closely with other national organisations and central Government to ensure the environment is right to support NHS Trusts in taking tough decisions.

Our Strategy and Corporate Affairs Directorate will be the key link between the NHS TDA and other national NHS organisations and will also provide a range of enabling and support functions including strategy, communications, accountability, governance, briefing, partnership, human resources and outsourced services, as well as housing the NHS TDA's non-executive appointments function.

All of these functions will support the Directors of Delivery and Development, whose responsibility it will be to directly support each of their NHS Trusts, developing relationships with each of them and working with them to ensure the right levels of support are in place to help them succeed. Each Director of Delivery and Development will be supported by a team of people – some drawn from each of the other directorates – to help them to deliver the full range of support each of their NHS Trusts might need.

NHS TDA staff will travel the country working with NHS Trusts to help them improve. Small administrative teams will offer support to both teams based in their office and visiting colleagues. This flexible approach will ensure the same quality of service wherever the NHS TDA needs to be.







Sir Peter Carr



Sarah Harkness



Dame Christine Beasley



David Flory



Peter Blythin



Kathy McLean



Bob Alexander

The Board of the NHS TDA

The Board of the NHS TDA will ensure that the organisation has effective governance and a clear strategy and will hold the executives to account for delivering the organisation's goals. The Board will consist of:

- the Chair, Sir Peter Carr;
- Sarah Harkness who will chair the NHS TDA's Audit Committee;
- Dame Christine Beasley who will initially take responsibility for chairing the NHS TDA's Appointments Committee, which will make appointments to non-executive positions in NHS Trusts;
- two other NEDs, including clinical expertise and a patient perspective; and
- the NHS TDA's Chief Executive, David Flory, and professional executive leads, Peter Blythin (Nursing Director), Kathy McLean (Medical Director) and Bob Alexander (Finance Director).

The Board will meet regularly and meetings will be open to the public. The Board will be attended by the other members of the NHS TDA's leadership team, the four Directors of Delivery and Development and the Directors of Strategy and Communications.

The NHS TDA's Board's role will include decisions on when NHS trust FT applications are ready to proceed to assessment by Monitor.

The Clinical & Quality Directorate

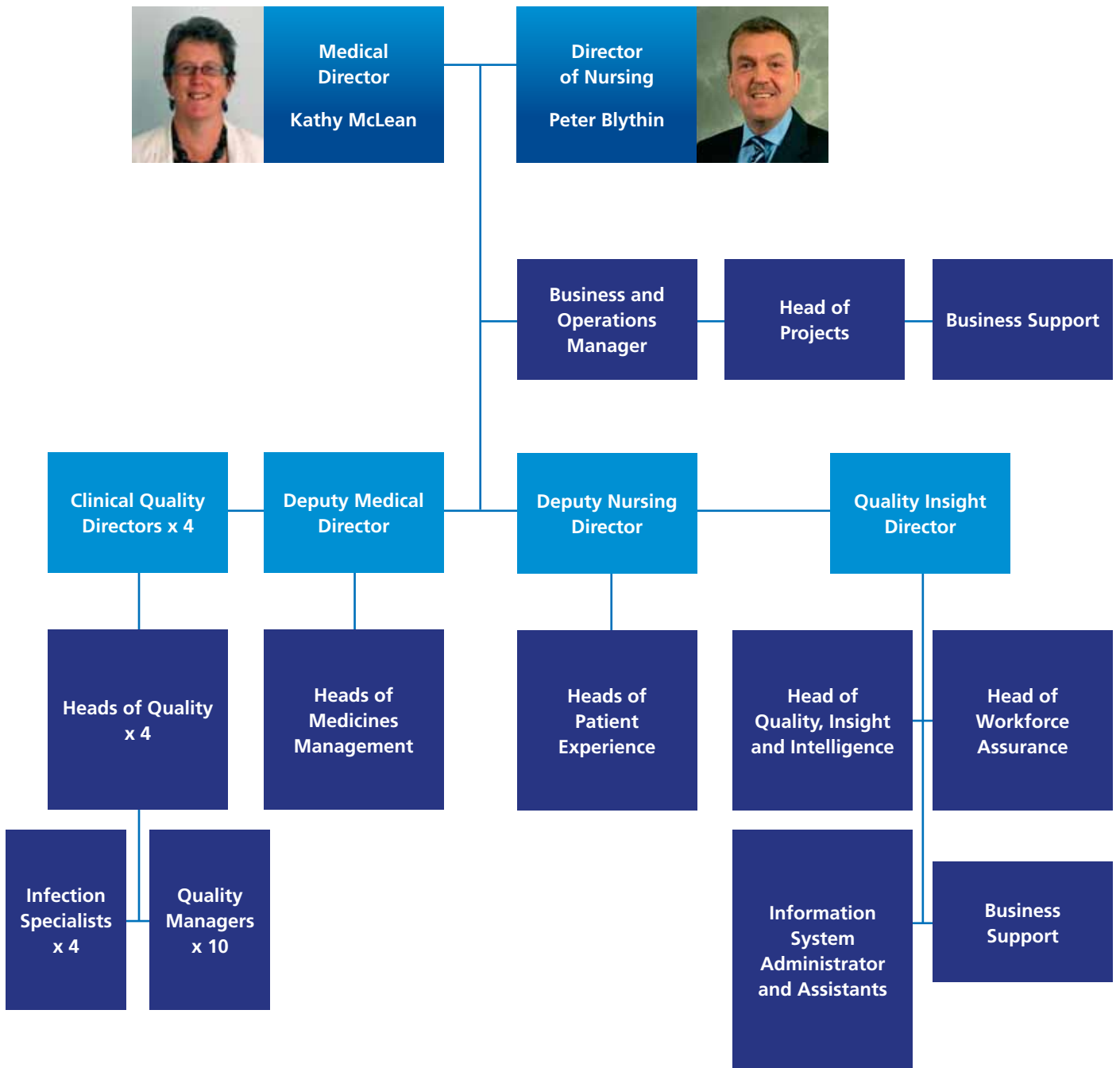
The Clinical & Quality Directorate sits at the heart of the NHS TDA, led jointly by the Medical Director and Director of Nursing. It will oversee a set of functions that will help to ensure that NHS Trusts succeed in delivering the aspiration of achieving high quality, sustainable services for the communities they serve.

Comprising of a team of about 50 staff, the directorate will have three core functions: to provide the NHS TDA Board with quality assurance about NHS Trusts; to work to create the right conditions centrally to support all NHS Trusts to improve the quality of care they provide; and to deliver clinical support to NHS Trusts – either directly or through the Directors of Delivery and Development.

Data and intelligence form the centrepiece of the Directorate – whether that is the use of the national quality dashboard that has been developed by the National Quality Team to generate a better understanding than ever before about the state of quality in NHS Trusts or the Workforce Assurance Team who will monitor workforce data and identify any links with the overall quality profile of NHS Trusts.

Having the most accurate data and other intelligence about individual trusts reflecting the quality of services in NHS Trusts means we can find the most effective ways of supporting organisations, with Clinical Quality Directors, Heads of Quality and Quality Managers all supporting Directors of Delivery and Development to work with NHS Trusts to improve the quality of care they provide.

Along with our Patient Experience Team, Medicines Management and Healthcare Acquired Infection staff, the combined functions of the NHS TDA Clinical & Quality Directorate will be able to bring NHS Trusts and their clinical leaders together – no matter where they are based – to both address common issues and share good practice. Providing a creative and practical approach to the spread of best practice.



The Finance Directorate

Sound business planning is essential for NHS Trusts to succeed – the ability to meet all key performance commitments and balance the books is a prerequisite to delivering sustainable, high quality services.

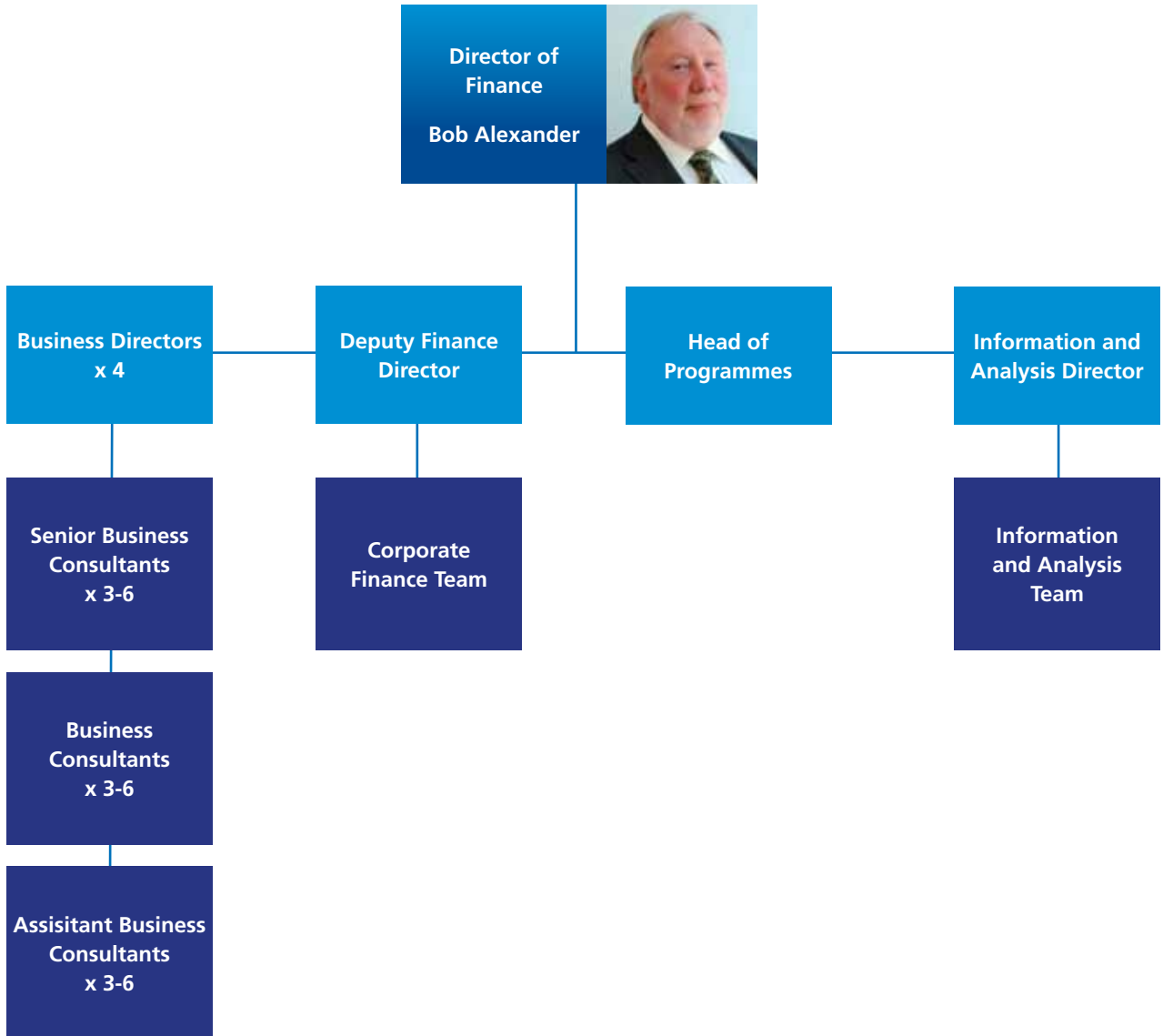
The Finance Directorate will therefore be essential to the success of the NHS TDA – both in its accountability for the financial position of the NHS trust sector and in the financial and business management support it is able to provide to NHS Trusts.

To deliver its responsibilities, the Finance Directorate is composed of three divisions: the Corporate Finance Function, an Informatics & Analytics capability and the NHS Trust-facing Business Support Teams.

The Corporate Finance team will design the financial regime for NHS Trusts and ensure effective accountability to the NHS TDA Board for the financial performance of the NHS Trust sector. The Corporate Finance Team will design and oversee the financial regime for NHS Trust and will also set the framework for NHS Trust planning and investment and deliver the NHS TDA's own financial responsibilities. This work will be carried out by a single function working across the NHS TDA.

The Analytics team will provide analytical services to all parts of the NHS TDA supporting all aspects of the NHS TDA's business, bringing financial, quality, activity, workforce and other data to ensure the best possible understanding of NHS Trust performance. This team will have a particular responsibility on supporting the local Delivery and Development teams to ensure they have the most up-to-date data and analysis of how each of their organisations are performing.

The Business Support division will be made up of teams that will work directly with Delivery and Development teams, providing financial and commercial expertise and support. These teams will help to ensure the NHS TDA's financial regime is applied consistently right across the country, advising on the business aspects of transactions and organisational change and scrutinising the financial aspects of FT applications. The Finance Directorate will also have responsibility for Capital Investment.



The Strategy Directorate

The scale of the challenge that lies ahead for the NHS TDA is considerable and our success will depend upon having a clear strategy that works in tandem with the aspirations of the other new national NHS bodies.

The Strategy and Corporate Affairs directorate, will, as its core function, ensure the effective operation of the NHS TDA, but crucially it will also oversee the NHS TDA's role in the broader system and support other directorates to deliver their goals.

The new national architecture for the NHS presents real opportunities to do things differently. The Strategy Directorate will lead on relationships with other national organisations to ensure alignment and co-ordination of activities. This will include developing and holding partnership agreements, agreeing operational protocols and ensure effective information-sharing.

The work of the NHS TDA is commissioned directly by the Department of Health, and the Strategy Directorate will ensure that the NHS TDA is accountable for its activities. This will involve briefing, agreeing delegations and operating protocols, providing assurance on key issues and influencing relevant Department of Health policy.

Good governance will be essential to the smooth running of the NHS TDA and the Strategy Directorate will ensure the organisation has effective governance mechanisms and that the Board and key committees operate smoothly. This will involve agenda planning, commissioning, editing and quality assurance of papers, understanding and implementing effective governance systems, and working closely with the NHS TDA's Chair and NEDs, including delivering appointments processes in line with delegated powers and the code of the Commissioner for Public Appointments.

The business of the NHS TDA is sure to attract interest from a range of different stakeholders – whether that be politicians or members of the public. The Strategy Directorate will be responsible for ensuring smooth, effective and helpful responses to briefing requests, correspondence, Freedom of Information requests and complaints. This will involve sector knowledge, commissioning and editing responses and understanding of key protocols and procedures.

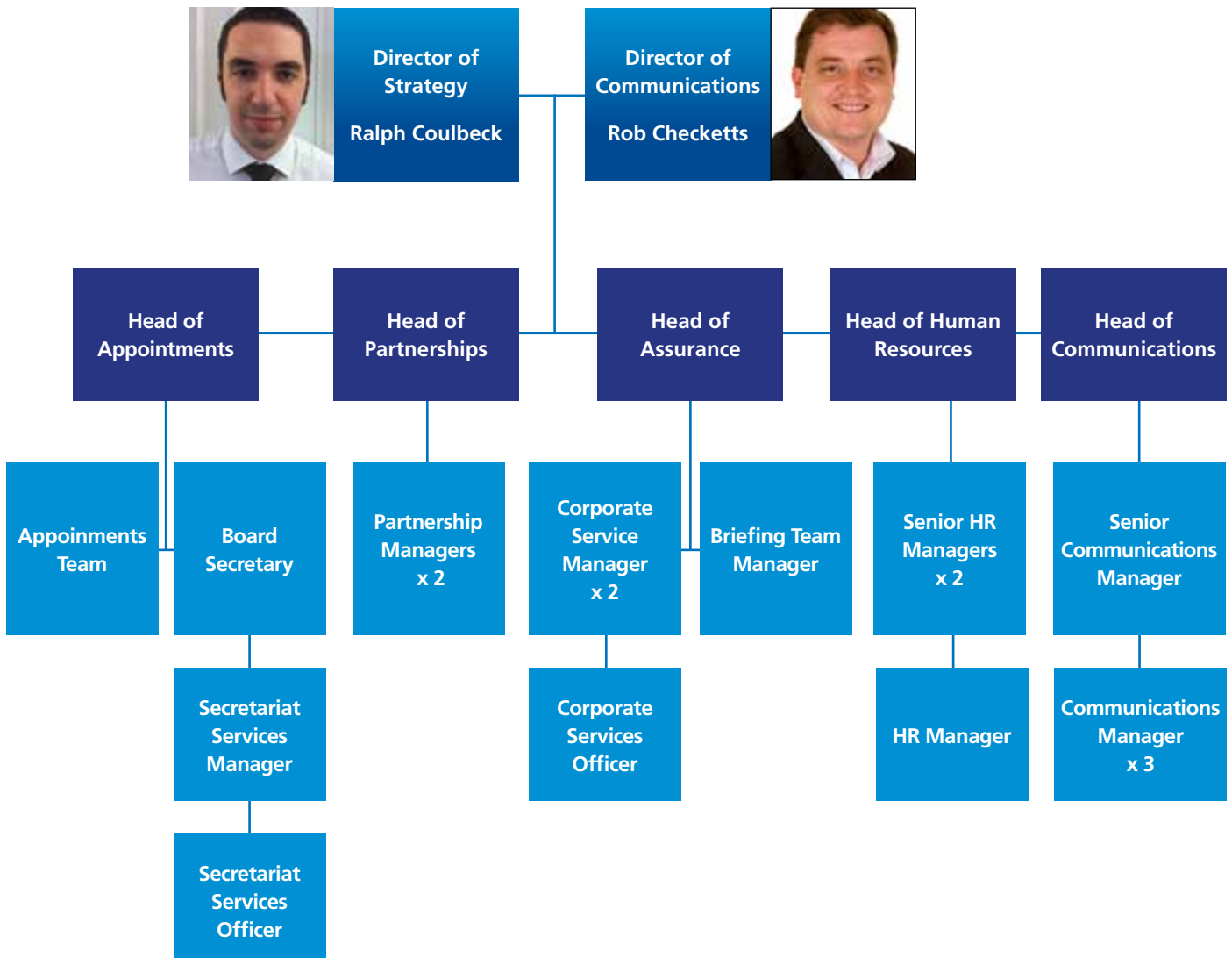
The NHS TDA will have a relatively small budget and the Corporate Services part of the Strategy Directorate will ensure that the organisation holds contracts which provide value for money, high quality shared services including payroll, IT support, estates and legal services. This will involve letting and managing of contracts for these services.

Communications

Communities rightly care about the services their local hospitals provide and patients and their families expect that the health care they receive should be of the highest standard. The work of the NHS TDA in supporting NHS Trusts to improve the services they provide, needs to be clearly and effectively communicated to all stakeholders who are interested in the work it does.

The Communications function will be responsible for providing effective internal and external communications, engagement and brand management. This will include strategic communications, media management, stakeholder communications and engagement, writing and editing key documents, internal communications and overseeing the NHS TDA's digital presence.

NHS TDA: Strategy and Corporate Affairs Directorate



The Delivery and Development Teams

The Delivery and Development Teams will be critical to the organisation's business, leading on our day-to-day relationships with NHS Trusts.

By their nature, these teams will be diverse, comprising relationship management, performance oversight and development, drawing on support from across the organisation but remaining the first point of contact for NHS Trusts at all times. Specific roles of the Delivery and Development Teams will include:

- oversight of all aspects of NHS Trust performance, including quality and finance;
- oversight of development towards FT status and progress against Tripartite Formal Agreement milestones, including transaction and organisational change where needed;
- scrutiny of FT applications and presentation of FT applications to the NHS TDA Board;
- support for NHS Trusts with access to required development resources;
- escalation and intervention where necessary; and
- working closely with local arms of commissioning and regulatory organisations to ensure co-ordination and alignment.

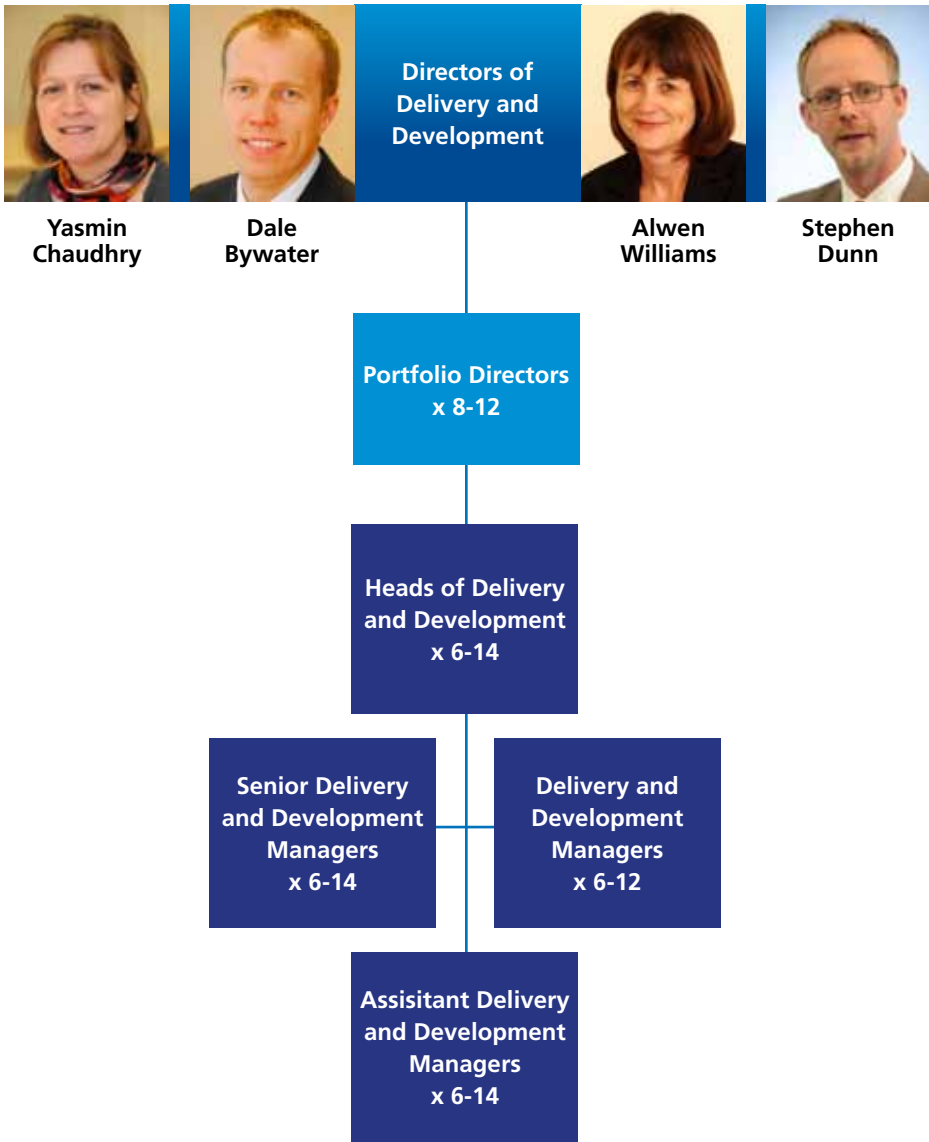
The four Delivery and Development Directors will each work with a specified portfolio of trusts which will initially mirror the current Strategic Health Authority cluster areas: London, the South, the Midlands and East and the North. Staff working in the Delivery and Development Teams will be allocated to specific portfolios but will also be required to contribute to national work.

The Delivery and Development Directors will use a matrix approach team to discharging their responsibilities. Heads of Delivery and Development will oversee around eight or nine NHS Trusts and will be co-located and work closely with Heads of Finance and Heads of Quality. They will be supported by a team of managers and assistants and receive business support from central analytical, finance, quality and HR functions.

Although the Heads of Finance and Heads of Quality would professionally report to their respective Professional Directors, they would also liaise closely with the Heads of Delivery and Development and portfolio directors who would hold the ring on team interactions with trusts.

Across all the Delivery and Development Teams in the NHS TDA, we anticipate that the following total numbers and grades of staff will be needed:

NHS TDA: Delivery and Development Directorate



Greater than the sum of our parts **How the directorates** **will work together**

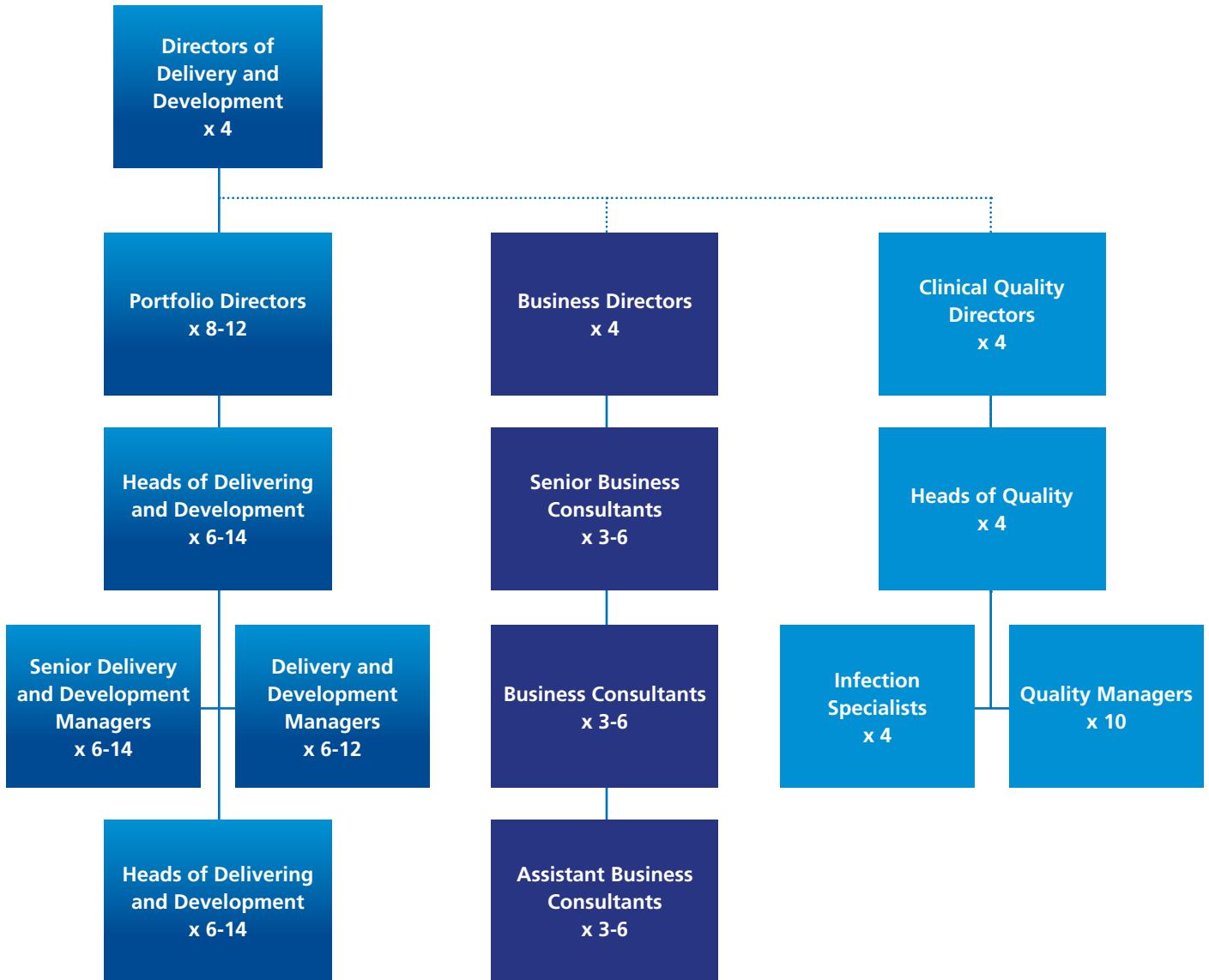
The NHS TDA will be a relatively small organisation with around 230 staff, and as such will need to make sure it gets the most out of each and every one of its members of staff.

Each directorate of the NHS TDA will be home to particular skills, knowledge and expertise. But it is only by bringing all that expertise to bear on the issues facing NHS Trusts that the NHS TDA can succeed in its role.

The challenges facing NHS Trusts vary across the country and are governed by a range of factors including history, geography and organisational capacity. The NHS TDA will therefore need to tailor its support for each trust, drawing on resources from across the organisation.

The Delivery and Development Directors will lead on the relationships with NHS Trusts, drawing together support from other areas of the NHS TDA as and when it is needed. This will not only mean that we are able to target the right support in the right place, but will ensure that all of the staff who work for us have the opportunity to work on a range of diverse projects right across the country.

NHS TDA: How the directorates will work together



Going forward

Our aspiration is to create an organisation that values its staff, values the work it does in supporting NHS Trusts and that, more than anything else, values our core objective to achieve sustainable, high quality services right across the NHS.

Our structures and approach to the challenges that lie ahead reflects those aspirations and sets the context for what we hope will be a period where NHS Trusts push on and deliver substantial improvements in every aspect of their business.

By focussing on the right things, working hard to create the right environment and delivering on our promises together, we have the very real opportunity to make a tangible difference to the lives of thousands of patients and their families who rely so much on the NHS for their care and support.