



**Medway**  
NHS Foundation Trust

**OFFICE OF THE CHIEF EXECUTIVE**  
Direct Line: 01634 825271  
Email: [james.devine3@nhs.net](mailto:james.devine3@nhs.net)

**Medway Maritime Hospital**  
Windmill Road  
Gillingham  
Kent  
ME7 5NY

Neil Smart  
Head of Finance  
NHS Improvement  
Wellington House,  
133 – 155 Waterloo Road  
London  
SE1 8UG

13 May 2019

Dear Neil,

I write to formally present you with Medway NHS Foundation Trust's revised undertakings, jointly agreed action plans and reporting timelines.

I can confirm that my executive leads for each undertaking have been in detailed conversations, with their named NHSE/I counterpart. In addition, the undertakings were presented at the Medway NHS Foundation Trust's Private Board of Directors meeting on the 02 May 2019.

I am therefore pleased to offer you the following undertakings the Trust will be formally monitored. I understand that we will provide a formal update as to the progress during the 07 June 2019 Integrated Assurance Meeting.

The following executives should be contacted by your team in the first instance should there be a question regarding any element of the specific undertaking:



Chief Executive: James Devine  
Medway NHS Foundation Trust  
Medway Maritime Hospital, Windmill Road, Gillingham, Kent ME7 5NY  
Telephone: 01634 833944 Email: [medwayft.officialcorrespondence@nhs.net](mailto:medwayft.officialcorrespondence@nhs.net)

Undertaking section	MFT Lead	NHSE/ Lead	Proposed measures	Method to monitor
<b>1. Financial Management</b>	Ian O'Connor	Neil Smart	Financial plan	Monthly finance reports
<b>2. Distressed Financing</b>	Ian O'Connor	Neil Smart	N/A	N/A
<b>3. Quality of Care</b>	Karen Rule	Ruth Herron	KPIs agreed against each action within the Quality Improvement Plan.	Quality reports to Quality Assurance Committee (QAC) Highlight reports via Transformation Operations Board (TOB)
<b>4. Operational Performance</b>	Gurjit Mahil and Harvey McEnroe	Charlotte O'Brien	Trajectories against constitutional standards set as part of the operational planning process and submitted to NHSI/E 04/04/19. Update to be submitted on the 15/05/19	Weekly Operational performance meetings. Monthly Performance Review Meetings (PRM). IQPR process. Monthly reporting to regulators via Assurance meetings.
<b>5. Strategic workforce planning</b>	Leon Hinton	Neil Smart	Best of people: People Strategy.	Monthly Performance Review Meetings (PRM) Highlight reports via Transformation Operations Board (TOB) Regular reports to board.
<b>6. Development and Delivery of plans</b>	Jack Tabner	Charlotte O'Brien	Integrated operational plan that is aligned with the wider system. Final submission 04/04	IQPR Monthly PRM TOB TAG
<b>7. Sustainability</b>	Jack Tabner	Neil Smart	Long term planning	Integrated care partnership progress System financial stability plan
<b>8. Corporate and Clinical Governance</b>	Brenda Thomas	Ruth Herron	Individual actions form named reviews in place within governance plan	Consolidated plan. Board Assurance Framework
<b>9. Programme Management</b>	Jack Tabner	Neil Smart	New PMO structure implemented as per Prince 2 and PMO delivery framework. Transformation Operations Board created to manage multi organisational delivery projects.	Transformation Operations Board (TOB) Joint PMO with CCG and community partners.
<b>10. Improvement Director</b>	James Devine	Neil Smart	In post	N/A
<b>11. General</b>	James Devine	Charlotte O'Brien	N/A	Normal Assurance processes.

I look forward to hearing from you in due course and to continue working in collaboration on this important programme of work.

Yours sincerely,



**James Devine**  
Chief Executive

Cc: Jack Tabner – Associate Director of Transformation Medway NHS Foundation Trust

