

Trust Board Meeting in Public: Wednesday 13 January 2021

TB2021.11

Title: Trust Management Executive Report

Status: For Information

History: Regular reporting

Board Lead: Chief Executive Officer

Author: Katy White, Corporate Governance Manager

Confidential: No

Key Purpose: Assurance

Executive Summary

1. The Trust Management Executive [TME] has been constituted by the Trust Board and is the executive decision-making committee of the Trust. As such, it provides a regular report to the Board on the main issues raised and discussed at its meetings.
2. Under its terms of reference, TME is responsible for providing the Board with assurance concerning all aspects of setting and delivering the strategic direction for the Trust, including associated clinical strategies; and to assure the Board that, where there are risks and issues that may jeopardise the Trust's ability to deliver its objectives, these are being managed in a controlled way through the Trust Management Executive Committee. This regular report provided aims to contribute to the fulfilment of that purpose.

Recommendations

3. The Trust Board is asked to note the regular report to the Board from TME's meetings held in November and December 2020.

Trust Management Executive Report

1. Purpose

- 1.1. The Trust Management Executive [TME] has been constituted by the Trust Board and is the executive decision-making committee of the Trust. As such, it provides a regular report to the Board on the main issues raised and discussed at its meetings.

2. Background

- 2.1. Since the preparation of its last report to the Trust Board, the Trust Management Executive [TME] has met on the following dates:
 - 2.1.1. 12 November 2020
 - 2.1.2. 26 November 2020
 - 2.1.3. 10 December 2020

3. Issues of interest to the Board

- 3.1. **Mental Health Act Report:** TME received a presentation on the Mental Health Act (MHA) report that detailed the key findings of the third review of the use of the MHA within the Trust from July 2018 to June 2020 respectively.

The Trust is a nationally recognised leader in integrating mental and physical healthcare and annual audit and reporting, with contemporaneous monitoring of MHA use, are essential components of governance that uphold the Trust's accountability, and drive improvements in the quality of care provided under the Act by the Trust.

The review concluded that the Trust's use of the MHA had been legally compliant and the quality of the service provided to patients detained continued to improve overall. TME would continue to maintain oversight and review the Trust's MHA activity and targets for improvement in one year's time.

- 3.2. **International Recruitment:** TME heard that the Trust has led the way in international nurse recruitment best practice, which had been recognised both within the Trust and nationally. TME supported the planning for ongoing recruitment of international nurses for a further 2 years from April 2021.
- 3.3. **TME Subcommittee Structure:** TME agreed the Terms of Reference for the new Risk Committee which will provide the TME with assurance

concerning key aspects of good risk management practice in the Trust.
The first meeting of the Risk Committee will be held in January 2021.

4. Key decisions

- 4.1. **Formalised Evidence Based Establishment Reviews for Nursing and Midwifery:** TME approved the standardisation of headroom for all inpatient nursing and midwifery budgets across all divisions. This would build extra capacity to deal with both planned and unplanned (but predictable) variations in staff availability. TME acknowledged the current and the further planned temporary staffing controls following the implementation of the standardised headroom.
- 4.2. **COVID-19 Medical Staff Bank:** TME supported the implementation of a dedicated medical staff bank with leadership from NHS Professionals. This bank would consist of doctors who had been fit-tested and risk assessed, with safety and compliance checks in place.
- 4.3. **Commercial Business Plan:** TME agreed the Commercial Business Plan to support the implementation of the Commercial Strategy. The Investment Committee further considered this plan.
- 4.4. TME approved the **Performance and Accountability Framework** that set out the approach to performance management at Oxford University Hospitals NHS Foundation Trust (OUH/ the Trust) for Clinical and Corporate Divisions. This was further discussed at the Integrated Assurance Committee.
- 4.5. TME approved capital and revenue spend to expand the dialysis footprint of the **Oxford Kidney Unit** in Milton Keynes, a key area of growth.
- 4.6. **Prosthetic Managed Service:** TME supported the contract award for a full managed service for Prosthetics at Oxford University Hospital Foundation Trust.
- 4.7. **Medical Equipment Prioritisation:** TME supported a solution to allow essential items of medical equipment to be replaced in a way that would address the areas of greatest need, considering the limitations of available capital funding.
- 4.8. **Contract Ratifications:** TME reviewed a number of contract award recommendations as directed by the Trust's standing financial instructions.

5. Other activity undertaken by TME

- 5.1. **Research and Development Activity during the COVID-19 Pandemic:** TME received an update on clinical research activity during the pandemic

that demonstrated the impressive breadth and depth of COVID-19 related research at OUH and the unique partnership with the University in COVID-19 research.

- 5.2. **EU Exit End of Transition Planning:** The Senior Responsible Officer for EU Exit End of Transition preparation outlined the preparations the Trust had taken. It was agreed that there would be clear communication via the Communications Team and through the recruitment and retention leads.
- 5.3. **Financial Performance and Planning:** TME received regular reporting on the Trust's financial performance, capital allocation and contingency and on the budget and operational plan.
- 5.4. **Workforce Performance:** TME received the performance report on the key workforce performance indicators and metrics.
- 5.5. **Divisional Performance Reviews:** TME reviewed and agreed the integrated themes and issues arising from these performance reviews.
- 5.6. **Integrated Quality Improvement Plan:** TME noted progress against the improvement programme, which continued to work with local managerial and clinical leaders to drive change and provide an improvement structure to build skills for sustainable results.
- 5.7. **Capital Projects:** TME received its regular executive summary of all schemes on the capital programme. TME also noted that the capital reforecast was underway.
- 5.8. **Public Sector Decarbonisation Scheme:** TME received a briefing on the Trust grant applications for the Public Sector Decarbonisation Scheme (PSDS) and Low Carbon Skills Fund (LCSF).
- 5.9. **Implementation Review OUH Child Mortality Team:** Following the approval of the establishment of the Child Mortality Team in July 2019, TME noted the implementation review.
- 5.10. **Education Funding Review:** TME received an update on the education funding review and reviewed a number of recommendations to support the work going forward.
- 5.11. **Clinical Prioritisation Programme:** TME received a progress report on achieving the objectives within the national clinical prioritisation programme.
- 5.12. **Clinical Governance Committee:** TME received updates from the Committee meetings providing assurance on the effectiveness of the Trust's clinical governance framework.
- 5.13. **SIRI and Never Events Report:** TME received the regular report of Serious Incidents Requiring Investigation (SIRI), including Never Events that have either been declared or closed.

Key risks

- 5.14. TME have maintained oversight of the Board Assurance Framework (BAF) and Corporate Risk Register (CRR) and through this process have reviewed the corporate risk and its interconnectivity with risks held in division, actions taken by the Trust and Divisions and assurances of the effectiveness of our controls.
- 5.15. **Risks associated with workforce:** TME have reviewed a number of proposals to ensure appropriate provision of staff to ensure productivity.
- 5.16. **Risks associated with Covid-19:** TME have continued to maintain oversight of key risks related to Covid-19 response and recovery.
- 5.17. **Risks associated with the financial performance:** TME continued to recognise the risks and opportunities to deliver at pace the changes required to maintain the financial position.

Future Business

- 5.18. The embedding of the Trust Strategy, including further discussion on the development of the Commercial Strategy, the Clinical Strategy and proposals related to the Digital Strategy.
- 5.19. To review business case for investment in the Trust workforce functions for recommendation to the Investment Committee and Trust Board.
- 5.20. To maintain continued oversight of internal audit recommendations and to review any partial assurance reports prior to Audit Committee.
- 5.21. To commence arrangements for 2020/21 end of year annual reporting.

6. Recommendations

- 6.1. The Trust Board is asked to note the regular report to the Board from TME's meetings held in November and December 2020.