

Trust Board Meeting in Public: Wednesday 12 May 2021

TB2021.38

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

The Trust Board is asked to:

3. Note the regular report to the Board from TME's meetings held in March and April 2021.

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. 11 March 2021
 - 2.1.2. 25 March 2021
 - 2.1.3. 8 April 2021
 - 2.1.4. 22 April 2021

3. Issues of interest to the Board

- 3.1. **Digital innovation:** The COVID pandemic has emphasised the need and opportunity for digital innovation to transform the delivery of healthcare services. Trust Management Executive support the pilot of TheHill as the Trust's digital innovation programme for an initial period of one year. TheHill's programme will encourage and promote commercial and technological solutions to problems in health and care, inspiring us to think about digital innovation and to come up with our own solutions. They will continue to build capacity within our organisation to increase skills and understanding of digital technologies and improve processes, leading to increased adoption of innovation.
- 3.2. **Culture and Leadership Delivery Plan – 2021/22:** TME discussed and agreed the recommendations within the Culture and Leadership Delivery Plan which would be discussed in more detail with the Trust Board at an upcoming seminar session. The delivery plan has been informed by the 'People' objectives within our Trust Strategy, our Chief Officer objectives for 2021/22, our People Recovery Programme, the outcomes from our C&L programme discovery in 2019 and the NHS People Plan commitments.

4. Key decisions

- 4.1. TME approved the continuation of Luxturna (Gene Therapy) service considering the associated risks and mitigations. This is a specialist pioneering genetic therapy for a small group of patients with severe inherited eye disease.
- 4.2. TME supported the establishment of a combined adult and paediatric neurology service to deliver intrathecal Nusinersen (Spinraza) to adults and children with Spinal Muscular Atrophy.
- 4.3. TME informed the proposal from Oxford University for the OUH to host the initial phase of the Covid-19 Controlled Human Challenge Model study on the Infectious Diseases Ward at the JR Hospital, pending completion of a dedicated Clinical Trials Facility on the Churchill site.
- 4.4. TME approved a number of key contracts for the first six months of 2021/22 to support the elective recovery programme.
- 4.5. TME approved the Value Based Appraisal Policy for non-medical staff which would be ratified in line with the Scheme of Delegation.

5. Other activity undertaken by TME

- 5.1. **OUH Draft Quality Priorities for 2021-22:** TME provided feedback on the Quality Priorities for 2021/22.
- 5.2. **Update on the Clinical Prioritisation Programme:** TME received a progress report on achieving the objectives within the national clinical prioritisation programme.
- 5.3. **Response to CQC report: Protect, respect, connect - decisions about living and dying well during COVID-19:** TME reviewed the paper that provided a summary of the recently published CQC report and the OUH response to the recommendations.
- 5.4. **Preparation of Annual Report and Annual Accounts:** TME supported proposals for completing the Annual Report.
- 5.5. **Internal Audit:** TME reviewed the routine Internal Audit Recommendation report.
- 5.6. **Financial Performance and Planning:** TME received regular reporting on the Trust's financial performance.
- 5.7. **Procurement Project Timeline:** The procurement project timeline report provided TME with a summary of procurement projects to help improve visibility of key dates and risks to TME members to support planning and coordination of interdependencies.

- 5.8. **Workforce Performance:** TME received the performance report on the key workforce performance indicators and metrics.
- 5.9. **Divisional Performance Reviews:** TME received the 'Summary of Divisional Performance Reviews' that documented the integrated themes and issues from the meeting Agenda presented by Divisions and scrutinised for assurance by members or representatives of the Executive Team.
- 5.10. **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.
- 5.11. **Capital Projects:** TME received its regular executive summary of all schemes on the capital 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 an organisational overview 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 Covid-19:** TME have continued to maintain oversight of key risks related to Covid-19 response and recovery.
- 5.16. **Risks associated with workforce:** TME maintained continued oversight on ensuring provision of staff to ensure productivity across the Trust. TME heard that sickness rates across the Trust were down, as were vacancy rates and turnover, all of which we very much welcomed.
- 5.17. **Risks associated with planning for 2021/22 financial year:** TME have held a number of discussions on the financial and performance environment in the new 2021/22 financial year and considered risks in relation to meeting the requirements and deadlines of the new operational planning guidance whilst working closely with colleagues across the Buckinghamshire, Oxfordshire and Berkshire West (BOB) Integrated Care System (ICS).

- 5.18. **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. TME are maintaining close oversight of capital prioritisation.

Future Business

- 5.19. Activity planning for 2021/22, including review of the final submission for activity, workforce and finance plans.
- 5.20. To receive a Brexit update considering experiences since 1 January 2021.
- 5.21. The further 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.
- 5.22. To maintain continued oversight of internal audit recommendations and to review any partial assurance reports prior to Audit Committee.
- 5.23. To maintain oversight of 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 March and April 2021.