

Council of Governors Meeting: Tuesday 22 January 2019
CoG2019.04

Title	Report from the Performance, Workforce and Finance Committee
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Purpose	For information.
History	The Performance, Workforce and Finance Committee provides a regular report from each of its meetings held to the Council of Governors.

Report from Performance, Workforce and Finance Committee

1. Since the Council of Governors last met on 20 November 2018, the Performance, Workforce and Finance Committee has met once on 26 November. The approved minutes from the meeting held on 23 July 2018 are appended.
2. At its meeting on 20 November, the Committee received its regular report from the Chairman of the Finance and Performance Committee of the Board. This included an update on performance against key standards.
3. In addition, the Director of Improvement and Culture attended to present an update on actions following the 2017 staff survey.
4. Oxfordshire's Deputy Winter Director attended to provide the Committee with an overview of the 2018/19 winter plan.

Council of Governors' Performance, Workforce and Finance Committee

Minutes of the meeting held on Monday, 23 July 2018 at 14:00 to 16:00 in the Board Room, Level 3, John Radcliffe Hospital.

Present:	Dr Cecilia Gould	CG	Public Governor, Oxford City (Chair)
	Mr Martin Havelock	MH	Public Governor, Vale of the White Horse
	Mr Mariusz Zabrzynski	MZ	Staff-Governor, Non-Clinical
In attendance:	Mr Geoffrey Salt	GS	Non-Executive Director and Chairman of the Finance and Performance Committee
	Ms Marilyn Rackstraw	MR	Corporate Governance Manager
	Dr Neil Scotchmer	NS	Deputy Head of Corporate Governance
	Mr Peter Knight	PK	Chief Information and Digital Officer [for Item 6]
Apologies:	Ms Susan Polywka	SP	Head of Corporate Governance
	Mr Brian Souter	BS	Public Governor, Buckinghamshire, Berkshire, Wiltshire and Gloucestershire
	Mr Tommy Snipe	TS	Staff Governor, Non-Clinical

The minutes are produced in the order of the agenda

CoGPWF/18/07/01 Welcome, apologies and declarations of interest

Apologies were received from Susan Polywka, Tommy Snipe and Brian Souter.

CoGPWF/18/07/02 Minutes of the meeting held on 29 May 2018

The minutes of the meeting held on 29 May 2018 were accepted as a true and accurate record of the meeting.

CoGPWF/18/07/03 Matters arising

- Theatre Utilisation**

It was agreed that an update should be scheduled for a future meeting. It was confirmed that the Trust were working with NHSI on a suite of improvement options, and therefore it was suggested that an update on productivity overall be presented at a future meeting.

Action: JDr

CoGPWF/18/07/04 Report from the Finance and Performance Committee [F&PC] Chairman

Geoff Salt (Chair of F&PC) presented the report from the Finance and Performance Committee's meeting held on 13 June 2018.

The following points were highlighted from the meeting;

- In June 2018, 1,191 patients waited for over four hours from arrival to admission, transfer or discharge from OUH's Emergency Departments. This was 390 fewer than in May and Trust's four-hour wait performance improved from 88.63% in May to 91.08% in June.
- No patients waited over 12 hours from a decision to admit to admission in April, May or June.

- Numbers of beds occupied began to reduce in mid-May but staffing shortages and associated temporary bed closures have meant that bed occupancy remains high.
- On 31 May 2018, 7,555 of 52,657 patients on incomplete elective care pathways at OUH were waiting for over 18 weeks.
- 85.65% of people awaiting planned care were waiting for less than 18 weeks.
- Over 52-week waits in Gynaecology grew from 152 in April to 162 in May. Another 25 patients were waiting for over 52 weeks for treatment in other specialties.
- Four cancer waiting time standards were not met in April, including 31 days to first treatment and waits for subsequent surgery. Loss of operating theatre capacity puts future delivery of the surgical wait standard at risk unless mitigating action is taken.
- Performance on the six-week standard for diagnostic waits was outside the national standard in May 2018 at 2.52%, with particular pressures in MRI, Audiology, Myocardial perfusion scans (Cardiology) and Cystoscopy.
- The national standard for VTE assessment was met in May, as was the standard for providing care for inpatients with stroke on a dedicated stroke unit.
- Month 2 (May) EBITDA is +£1.9m, a £1.6m increase on Month 1 (April) of 18/19.
- Month 2 (May) EBITDA was £0.3m below plan.
- Year to date EBITDA is +£2.2m, £0.7m below plan.
- On a Control Total (surplus / deficit) basis, the year to date performance was a deficit of -£7.5m, £0.7m below plan.
- Cash was £27.6m at month end, £18.2m below plan due delayed payment of 2017/18 Sustainability and Transformation Funding and non-payment of 2017/18 commissioning over performance by NHS England.
- Capital expenditure was £2.6m at month end, £1.0m below plan due to less spend on Global Digital Exemplar (£0.6m) and Estates General (£0.7m) than expected.
- Year to date performance gives an NHS Improvement Use of Resource metric for Finance as 3, highlighting a potential need for support.

It was noted that many of the deliverables remained dependant on system working and collective ownership. GS suggested that someone from the system come to the next meeting of the committee to present an update on any further developments. It was stated that the expectation was for the system to be fully up and running by 1 April 2019.

It was suggested that a seminar be scheduled with Oxford Health Governors, OUH Governors.

Action: ??

MH enquired as to whether there was a degree of confidence going forward in the NHSI plans that had been drawn up. GS confirmed that DFC had asked that a NED

had been assigned to 'buddy' with each lead Exec to provide support, scrutiny and an outside view.

CoGPWF/18/07/05 Update on Arrangements to Deliver NHSI Enforcement Undertakings

The Chief Information and Digital Officer attended to present the update on this item. NHS Improvement (NHSI) formally published the undertakings on 28 June 2018. These represent the outcome of the investigation which NHSI has been undertaking and regarding which the Trust has continued to update governors.

The undertakings require the Trust to develop a set of plans to address a range of specific areas included in the undertakings. In response to this, the Trust has taken immediate actions to:

- Establish a Programme Management Office to provide sufficient governance and oversight on programme delivery;
- Agree and assign Lead Executives for each of the five key plans (Governance, Urgent Care, Elective Care, Finance and Workforce); and
- Agree an overarching Integrated Improvement Plan to map and track overall delivery, risks and interdependencies.

The Executive Team have established a dedicated Project Management Office (PMO) to support the executive leads in co-ordinating the delivery and monitoring of the recovery plans. The arrangements for the PMO have been approved by the Board. Recovery plans are in development and will require formal signoff by the Board prior to the next planned oversight meeting with NHSI in September.

MH noted that the plans and component parts were a step in the right direction, but enquired as to how the Trust could assess the competence of the organisation to deal with as there remained cross cutting narrow objectives to deliver.

PK confirmed that communication throughout the organisation would be imperative to ensure visibility and ownership.

CG welcomed the establishment of the PMO as a proper mechanism to ensure that plans were executed, but with a clear path for escalation if necessary.

CoGPWF/18/01/06 Any Other Business

CG asked for an update on the Trauma building. PK confirmed that a feasibility study was currently underway, and a full survey was expected back in August based on the fire compartmentalisation, the cladding, and the evacuation route. He noted that OxSTaR (Oxford Simulation, Teaching and Research) had expressed interest in occupying space on the roof of the Trauma building, for which funding could be available.

CoGPWF/18/01/07 Date of the next meeting

The next meeting will be held from 14.00 to 16:00 hours on Monday 24 September 2018 in the Boardroom, Level 3, John Radcliffe Hospital.