

Trust Board Meeting in Public: Wednesday 9 September 2015

TBC2015.111

Title	Report on Progress in Review for Operational Productivity in NHS Providers
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Status	To note
History	Lord Carter's Report Published: June 2015 Circulated to Board members: 18 June 2015 Discussed at Board Seminar: 24 June 2015

Board Lead	Mr Mark Mansfield, Director of Finance and Procurement			
Key purpose	Strategy	Assurance	Policy	Performance

Executive Summary

1. Lord Carter published his interim report on his “Review of Operational Productivity in NHS Providers” in June 2015 (Section 1.1).
2. Since that date the Trust has been reflecting on the recommendations of that report (Section 1.3).
3. The Trust has an ongoing Transformation and Cost Improvement Programme which is relevant to many of the recommendations of Lord Carter’s report. The current work streams on procurement, medicines management, and workforce resource utilisation have been updated to respond to Lord Carter’s recommendations. The Transformation Programme has a number of projects which are relevant to Lord Carter’s reflections on achievement of better hospital workflow. The Trust is working with its partners to address the conclusions from the report in the domain of sub-acute services (Section 3).

Report on Progress in Review for Operational Productivity in NHS Providers

1. Introduction

- 1.1. Lord Carter published his interim report on the “Review of Operational Productivity in NHS Providers” in June 2015.
- 1.2. Following the publication of this important report the Trust Board had the opportunity to discuss Lord Carter’s conclusions and their relevance to the Trust at the Seminar meeting on 24 June.
- 1.3. At the Board Seminar members requested that the Trust Board receive a report on the response of the organisation to the report at the September meeting of the Board.

2. Background

- 2.1. The interim report by Lord Carter is attached in full at **Appendix A** to this paper.
- 2.2. Lord Carter outlined three major areas of opportunity in meeting the NHS productivity challenge over the forthcoming five years. These were as follows:
 - 2.2.1. Resource utilisation, and, in particular workforce use, medicines management, estates management and procurement.
 - 2.2.2. Increasing productivity in hospital workflow.
 - 2.2.3. Developing Sub-acute services so as to ensure workflow from the hospital.
- 2.3. Lord Carter outlined a series of “next steps” which his project will deliver in the autumn. The Trust intends to participate fully in any opportunities afforded to it by the national work stream.

3. Initial Response by the Trust

- 3.1 As is outlined in Section 2.2 above, Lord Carter outlines three broad areas of activity.
- 3.2 The first category of activity, resource utilisation, broadly reflects the Trust’s “traditional CIP” programmes. The Carter report has encouraged the Trust to look closely at its mechanisms for delivery of objectives in this area. The Transformation and CIP Steering Group and its relevant sub-groups have reflected on Lord Carter’s comments. As a result the Trust has commissioned a review of the medicines management programme. It has also redefined, through the Workforce CIP Group, the metrics used in the workforce work stream. In the area of procurement the Trust has continued to lead the Shelford Group collaborative procurement programme, which is expected to yield significant benefits in 2015/16 onwards.
- 3.3 The second of Lord Carter’s categories, hospital workflow and productivity is the domain of the Trust’s Transformation Programme. This programme continues to develop modernisation proposals through a number of projects, mainly in the areas specified by Lord Carter.
- 3.4 The third of Lord Carter’s areas for activity covers the continuing work with partners within Oxfordshire to address patient flow from hospital to sub-acute or non-acute facilities. The work with Oxford Health Foundation Trust, in

particular, addresses these issues and has been informed by Lord Carter's report as the so-called Alliance programme has developed.

4 Recommendation

The Board is asked to:

- i. Note the interim report from Lord Carter (Appendix A)
- ii. Note the Trust's responses (Section 3).

Mark Mansfield

Director of Finance and Procurement

September 2015