

Trust Board Meeting in Public : Wednesday 13 November 2019

TB2019.111

<b>Title</b>	<b>Trust Management Executive Report</b>
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<b>Status</b>	For Information
<b>History</b>	The Trust Management Executive [TME] provides a regular report to the Board.

<b>Board Lead</b>	<b>Dr Bruno Holthof, Chief Executive</b>			
<b>Key purpose</b>	Strategy	<b>Assurance</b>	Policy	Performance

## 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 Board is asked to:

- **Note** the regular report to the Board from TME's meetings held in September and October 2019.

## 1. Introduction

Since the preparation of its last report to the Trust Board, the Trust Management Executive [TME] has met on the following dates:

- 12 September 2019
- 26 September 2019
- 10 October 2019
- 24 October 2019

The main issues raised and discussed at the meetings are set out below.

### 1. Significant issues of interest to the Board

- Strategy Refresh, including Culture and Leadership update:** TME were kept updated on the next stages of the strategy refresh. Teams across the Trust had been working on draft strategy submissions to feed into and shape the overall strategy. The patient survey was launched in September which will further inform the development of the strategy. TME had been updated on engagement activity; with events held across all sites (with c.250 staff) along with facilitated sessions with over 30 corporate and clinical teams.
- Buckinghamshire, Oxfordshire and Berkshire West (BOB) Integrated Care System Long Term Plan** - TME considered the BOB ICS Five Year Plan submission and informed the Board discussion on the 30 October. The development of the ICS at BOB level and the Integrated Care Partnership at Oxfordshire level are important changes in our local health and care landscape, providing the opportunity to join up the way we plan and deliver care across the system. These changes will also provide a platform for OUH teams and services to engage, shape and influence care planning and delivery beyond OUH and across the wider system, for example, by working more closely with GPs through Primary Care Networks or community and mental health services.
- Staff Survey Engagement Plan** – TME informed the arrangements for the Staff Engagement Strategy, a key element of our People Strategy. We have set an ambition for our engagement score to be in line with the best by 2025. The National Staff Survey was launched on 7 October and will be open for 8 weeks. TME considered the programme of promotional activity throughout the eight week period aimed at maximising response rates.
- Equality, Diversity and Inclusion (EDI) Annual Report 2019** – TME supported the development of an Equality, Diversity and Inclusion Strategy and recommended the EDI Action Plan to Trust Board.
- Freedom to Speak Up** – TME reviewed, supported and recommended the Freedom to Speak up Raising Concerns (Whistleblowing) policy and the Freedom to Speak Up strategy to the Board.
- Integrated Improvement Programme (IIP):** TME noted progress against the improvement programme, which continued to work with local managerial and

clinical leaders to drive change and providing an improvement structure to build skills for sustainable results. There were over 20 critically linked improvement projects across all programmes and progress is monitored through the programme governance.

- vii. **Financial Performance:** TME received regular reporting on the Trust's financial position and on capital allocation and contingency.
- viii. **Board Assurance Framework (BAF) and Corporate Risk Register (CRR):** TME have maintained oversight of the Board Assurance Framework (BAF) and Corporate Risk Register (CRR). Work was ongoing to re-align the existing BAF and Corporate Risk Register to the recently confirmed annual objectives whilst the wider strategic refresh was completed.
- ix. **Implementation of Internal Audit Recommendations:** TME noted the discussions underway with KPMG who are now taking a lead role in tracking progress against recommendations.

## 2. Other activity undertaken by TME included review of the following:

- i. **CQC Action Plan Update** – oversight of the CQC Action Plan update. TME received assurance on the completion of actions to date and the current process for the further development of divisional level actions.
- ii. **Service Visits Proposal** - TME approved the pilot for the service visits proposal that had been developed as part of the drive to improve the visibility of Trust Board members and divisional senior management teams, in response to the Deloitte review recommendations and feedback from the national NHS Staff Survey and the annual OUH Internal Communications Survey.
- iii. **EU Exit** – TME received a report on the preparations that the Trust has taken to date to ensure that it is prepared for the UK exit from the EU.
- iv. **Annual Review of SIRI and Never Events** – TME received a review of the serious incidents requiring investigation (SIRI) during the financial year April 2018 to March 2019. It considered trends over time in incident reporting and the SIRI process and themes arising from the review of all the investigations with descriptions of actions taken to prevent recurrence of adverse events and to support good practice.
- v. **Re-provision of OUHFT Pharmacy Stock Control Management System** –TME were updated this NHSE CQUIN schemes to replace the Bedford Pharmacy stock control management system. A number of milestones were agreed with NHSE.
- vi. **Capital Projects** – TME received an executive summary of all schemes on the capital programme.
- vii. **Clinical Governance Committee:** TME received updates from the Committee meetings held in August and September.

- viii. **Contract Ratifications** - TME received the regular report on contract ratifications and TME were asked to approve the contract award recommendations as directed by the Trust's standing financial orders.

### 3. Key Risks discussed have included:

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. Key risks discussed have included:

- i. *Risks associated with the financial performance* - TME continues to recognise the risks and opportunities to deliver at pace the changes required to recovery the financial position.
- ii. *Risk associated with workforce and service pressures* - TME considered the ongoing risk that current operational pressure could have an adverse impact on patient safety and quality of care. Specific pressures in services related to demand-capacity gaps had continued to inform a number of business case proposals put forward to TME. TME agreed a proposal to manage the escalating risk of demand for radiotherapy outstripping capacity.
- iii. *Risks associated with the internal audit recommendations* - It was recognised that there were a number of outstanding internal audit actions which required completion.
- iv. *Risk associated with winter pressures* - In considering the OUH winter planning, concern was expressed about system capacity and pressure on staff. TME acknowledged the success of the initiatives taken last winter (most of which hit or exceeded target), and TME informed detailed planning for the coming months, including approval of a proposal regarding flexible staffing pool arrangements.

### 4. Key decisions taken included:

- i. **Psychological Medicine** – TME reviewed a series of recommendations from the 2019 strategic review of OUH's Integrated Psychological Medicine service which aimed to support the delivery of a high quality, sustainable and equitable service. TME approved the governance arrangement for the service and approved the development of a Standard Operating Procedure and accompanying Service Level Agreement template to standardise the way in which Psychological Medicine works with clinical directorates.
- ii. **New Consultant Post in Paediatric Respiratory Medicine** – TME approved the substantive appointment of a 3rd consultant in paediatric respiratory medicine to enable the service to be sustainably delivered.
- iii. **South 4 Pathology Network** – TME agreed to progress Strategic Outline Case to NHS Improvement, which had the overarching aim to deliver the NHS England

vision of a consolidated pathology network that delivers sustainable savings and is sufficiently flexible to adapt to the changing clinical and technological environment.

- iv. **Medical Examiner System** - TME approved the business case and supported the implementation of the Medical Examiner system.
- v. **Workforce Development Plan and Establishment Review for Cardiac Physiology** – TME agreed investment for the expansion and restructuring of the Cardiac Physiology Service to keep up with the growing demand.
- vi. **Appointment of a Consultant post for Interstitial Lung Disease** – TME approved a new consultant post to support the sustainable delivery of the service.
- vii. **Additional Staff and Equipment for the Eye Emergency Department at John Radcliffe Hospital** – Approval of expansion in staffing capacity and equipment for the Eye Emergency Department.
- viii. The **External Reviews Policy** and the **Policy on Water Safety** were approved.
- ix. TME agreed changes to the **Incident Reporting System**.

## 5. Future Business

Areas on which TME plans to focus over the next three months include the following:

- i. To monitor the development of the new Trust Strategy;
- ii. To receive the outcome of the Q2 Divisional Performance Reviews;
- iii. To receive regular reporting on the Trust's Integrated Improvement Programme for 2019/20;
- iv. To continue to monitor progress against outstanding internal audit recommendations;
- v. To engage with the BOB Integrated Care System and inform its delivery.

## 6. Recommendation

The Trust Board is asked to **note** the contents of this paper.

**Dr Bruno Holthof**

**Chief Executive**

**November 2019**