

Trust Board Meeting in Public: Wednesday 13 May 2020

TB2020.46

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

Board Lead	Dr Bruno Holthof, Chief Executive Officer			
Key purpose	Strategy	Assurance	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 March and April 2020.

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 March 2020
- 26 March 2020
- 23 April 2020

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

1. Significant issues of interest to the Board

- i. **The current Covid-19 pandemic:** As part of the immediate response, TME agreed the initial phases of the Covid-19 Plan. As the situation evolved and the incident Command and Control structure was established (Gold Command Covid-19 Daily meeting & Operational Covid-19 forum) TME have maintained oversight of arrangements, received regular updates and made decisions in response to the pandemic to ensure that patients and staff were safe.
- ii. **Recovery Plan:** TME reviewed and maintained oversight of arrangements for the establishment of the Recovery Steering Group and approved the Recovery Framework to:
 - Safely resume clinical activity and support our staff to return to work;
 - Identify the changes we want to retain from our ways of working during COVID-19 and those we want to scale up across our teams and services;
 - Identify and progress strategic opportunities to reshape our services, pathways and ways of working across OUH and the system.
- iii. **Policy review and approval:** A number of policies have been developed in direct response to the Covid-19 pandemic. TME approved the Interim Homeworking Policy that provides clear guidance for the facilitation of home working for employees who, for health and safety reasons and/or due to the nature of their role, were able to effectively work from home in the short term. TME also approved Recruitment and Vacancy Changes during Covid-19 and the Agile Working Policy. These policies will be ratified by the Board.
- iv. **Annual Report and Accounts 2019/20:** TME have informed the development of the 2019/20 Annual Report and Accounts. As part of this work, TME have received a summary of the 2019/20 financial performance and have reviewed the Governance Statement to establish an aligned view of the proposed areas of significant gaps in control that have occurred in the financial year. In response to 2018/19 Advice on Quality Account, TME received assurance on the new methods of working and Standard Operating Procedures (SOP) that have been implemented within the emergency department (ED) to improve data validation process improvements.

- v. **Financial Performance:** TME received regular reporting on the Trust's financial position and on the status of the Financial Performance Report M12, noting that the finalisation of the end of year reporting had been delayed due to there being a number of adjustments to be made in relation to the current situation. A briefing note had been shared which summarised the 2019/20 financial performance of the Trust.
- vi. **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 provide an improvement structure to build skills for sustainable results.

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

- i. **Capital Prioritisation and Capital Projects:** TME have been updated on the Capital Plan that is to be revisited due to the reprioritisation required in relation to Covid-19. TME would receive the updated Capital Plan in May 2020. TME have continued to receive an executive summary of all schemes on the capital programme.
- ii. **Health and Safety:** TME received its regular report which summarised information relating to the promotion and management of health and safety activities and on the current risks associated with Health and Safety.
- iii. **Clinical Governance Committee:** TME received updates from the Committee meetings providing assurance on the effectiveness of the Trust's clinical governance framework.
- iv. **CQC Update:** TME were provided with assurance around progress towards completion of the action plan implementation following the publication of the CQC report in June 2019.
- v. **Internal Audit Recommendations:** TME received regular reports on the progress with implementing internal audit recommendations.

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 Covid-19:* TME have maintained oversight of the Covid Risk Register and received assurance that the register has been reviewed and updated to reflect feedback.
- ii. *Risks associated with the financial performance:* TME continues to recognise the risks and opportunities to deliver at pace the changes required to recover the

financial position. TME have noted the need to make financial adjustments for the impact of Covid-19.

- iii. *Risks associated with Health and Safety:* TME noted areas that might need to be addressed to ensure full compliance with statutory and regulatory requirements.
- iv. *Risks associated with an ongoing requirement to replace ageing equipment:* TME have been updated on the imaging equipment replacement programme, reviewed the key risks that may impact on the implementation of the programme and agreed the priority sequence of equipment replacement. TME will maintain oversight through monitoring of the Capital Programme. Note that the final programme for delivery will be subject to confirmation of available capital funding.

4. Key decisions taken included:

- i. Approval of the initial phases of the Covid-19 Plan and the Recovery Framework.
- ii. Approval of three proposals to Extend Staffing Capacity for Severe Asthma, Allergy and Clinical Immunology and Inherited Cardiac Conditions Service, subject to confirmation of funding by BOB Acute Care Collaborative.
- iii. Support to proposed amendments to the vacancy control process for the Trust in order to improve grip and control as well as consistency and transparency in relation to pay spend.
- iv. Approval of the creation of a Critical Care Flexible Staffing Pool.

5. Future Business

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

- i. The embedding of the Trust Strategy, including discussion on the Public Health Strategy.
- ii. The review of the 2019/20 Annual Report for recommendation to the Audit Committee.
- iii. The review and recommendation of the Trust's Counter Fraud Plan for 2020/21.
- iv. The review and recommendation of the Internal Audit Plan for 2020/21 and the continued oversight of internal audit recommendations.
- v. To review and discuss the updated Capital Plan.
- vi. To receive regular reporting on the Trust's Integrated Improvement Programme and Financial Performance.

6. Recommendation

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

Dr Bruno Holthof

Chief Executive Officer

March 2020