

Cover Sheet

Public Trust Board Meeting: Wednesday 09 September 2020

TB2020.82

Title: Trust Management Executive Report

Status: For Information

History: Regular reporting

Board Lead: Chief Executive Officer

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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

3. The Trust Board is asked to note the regular report to the Board from TME's meetings held in July and August 2020.

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. 9 July 2020
 - 2.1.2. 23 July 2020
 - 2.1.3. 13 August 2020
 - 2.1.4. 27 August 2020

3. Issues raised and discussed at TME

Significant issues of interest to the Board

- 3.1. **Think 111 First:** TME supported the development of the referrals system to support the development of the current NHS 111 service to offer patients and the public a different approach to the way they access and receive healthcare.
- 3.2. **Imaging Equipment Replacement Programme:** TME supported a comprehensive programme to replace ageing imaging equipment to improve patient care. The Trust has received just over £9m of funding from NHS England and NHS Improvement (NHSE&I) to pay for the replacement of seven MRI machines, two CT scanners and two Mammography units – but this does not include the installation costs. TME has made recommendations to the Investment Committee regarding the installation of this equipment, which will be considered by Board at the September meeting.
- 3.3. **Winter Planning:** TME received a paper that looked ahead to winter 2020/21 and considered the need to work together as one system, building on collaborative working during the first wave of the pandemic response to manage the challenges of COVID-19, flu, increased demand and workforce constraints.

- 3.4. **Freedom to Speak Up:** TME received an update on the Freedom to Speak Up Strategy Implementation Plan and agreed to provide continued support and focus on the relevant actions in order to raise the profile and actively shape the culture of speaking up.
- 3.5. **Digital Strategy:** TME supported the enactment of Project SHAPE to take forward the Trust's digital ambitions in line with the new Trust Strategy 2020/25. SHAPE stands for Strategic Objectives, High Quality, Architecture, Principles and Excellence and is underpinned by the following strategic themes:
 - 3.5.1. Empower – enabling people to use digital technologies to take control of their own care
 - 3.5.2. Enhance – reducing paper processes and records that cause inefficiency and delays in care
 - 3.5.3. Innovate – creating a culture of constant innovation and improvement
 - 3.5.4. Connect – integrating systems with other health and care partner organisations
 - 3.5.5. Secure – operating through a robust approach to cybersecurity.
- 3.6. TME supported the development of the new **Digital Oversight Group** as a sub-committee of TME to support the delivery of SHAPE. Terms of Reference and are being further developed.

Other activity undertaken by TME

- 3.7. **Financial Performance:** TME received regular reporting on the Trust's financial position, capital allocation and contingency and on the budget and operational plan for 2020/21.
- 3.8. **Workforce Performance:** TME received a new performance report on the Month 4 position of the key performance indicators and metrics.
- 3.9. **Combined Equality Standards Report:** TME received and discussed the report on the Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) metrics as required by the NHS Standard Contract and the report on the Gender Pay Gap (GPG).
- 3.10. **Digital Performance:** TME reviewed this new report on activity and key performance indicators, which will also be a new addition to the Integrated Performance report.
- 3.11. **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.

- 3.12. **Capital Projects:** TME have continued to receive an executive summary of all schemes on the capital programme.
- 3.13. **Clinical Governance Committee:** TME received updates from the Committee meetings providing assurance on the effectiveness of the Trust's clinical governance framework.
- 3.14. **Research and Development (R&D):** TME received an update on R&D activity during the COVID-19 pandemic.
- 3.15. **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.
- 3.16. **Learning from Deaths Annual Report:** TME received a report of the key learning identified in the mortality reviews completed for 2019/20.
- 3.17. **SIRI and Never Events Report:** TME received the regular report of Serious Incidents Requiring Investigation (SIRI), including Never Events that have either been declared or closed in May and June 2020.

Key decisions

- 3.18. **Professional Standards for Emergency Care:** TME approved an updated version of the Professional Standards for Emergency Care which sets out the key principles which teams need to follow to reduce overcrowding in our Emergency Departments at the JR and at the Horton General, improve patient flow, reduce the risk of nosocomial infection for both patients and staff, and improve the Trust's performance against the national standard to see, treat and either admit or discharge Emergency Department patients within four hours.
- 3.19. TME supported **Medical Hospital at Night Reconfigurations** and Registrar Expansion with the approval of two Renal Trust Grade posts.
- 3.20. **JR Trauma Unity Options Appraisal:** TME committed to setting up a Task and Finish Group to identify and assess potential options for the future use of the Trauma Unit building on the John Radcliffe Hospital site.
- 3.21. **Staff Car parking:** TME agreed that, with effect from Monday 10 August, the permit system for staff car parking on all OUH hospital sites will be reintroduced – but parking will remain free for those staff with permits.
- 3.22. **Revised Website Policy:** TME approved this policy that provides a framework for the Trust to manage its website effectively, ensuring that information is available to patients easily, effectively and accurately.
- 3.23. **Contract Ratifications:** TME reviewed a number of contract award recommendations prior to presentation to Trust Board.

- 3.24. **Internal Audit:** TME reviewed the internal audit plan, the recommendations tracker and a “deep-dive” review of outstanding digital actions and matters.

Key risks

- 3.25. 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. Through this period TME have reviewed and provided feedback on the further development of the Board Assurance Framework Document.
- 3.26. **Risks associated with Covid-19:** TME have continued to maintain oversight of key risks related to Covid-19 response and recovery.
- 3.27. **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.
- 3.28. **Risk associated with West Wing (WW) Theatre Ventilation:** TME have maintained oversight on the progress of plans developed by the WW Theatre Ventilation Project Group and received assurance regarding capacity for duration of project.
- 3.29. **Risks associated with Health and Safety:** TME maintained oversight of areas that might need to be addressed to ensure full compliance with statutory and regulatory requirements.
- 3.30. **Risks associated with an ongoing requirement to replace ageing sterile services equipment:** TME have supported the Outline Business Case for a new build Sterile Services facility.

Future Business

- 3.31. The embedding of the Trust Strategy, including further discussion on the development of the Clinical Strategy and proposals related to the Digital Strategy.
- 3.32. To review the formalised Evidence Based Establishment Reviews for Nursing and Midwifery.
- 3.33. To maintain continued oversight of internal audit recommendations.

4. Recommendations

- 4.1. The Trust Board is asked to note the regular report to the Board from TME’s meetings held in July and August 2020.

