

Trust Board Meeting in Public: Wednesday 12 May 2021

TB2021.38a

Title: Trust Management Executive Annual Report

Status: For Information

History: Annual Report

Board Lead: Chief Executive Officer

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Confidential: No

Key Purpose: Assurance

Executive Summary

1. The purpose of this Annual Report is to demonstrate to the Board the extent to which the Trust Management Executive has met its Terms of Reference during the financial year 2020/21.
2. The Governance team has reviewed the activities of the Committee and has assessed that they are consistent with their Terms of Reference.

Recommendations

3. The Trust Board is asked to:
 - Review and approve the report

Trust Management Executive Annual Report

1. Purpose

- 1.1. The purpose of this Annual Report is to demonstrate to the Board the extent to which the Trust Management Executive has met its Terms of Reference during the financial year 2020/21.

2. Background

- 2.1. Good practice states that the Trust Board should review the performance of its Committees annually to determine if they have been effective, and whether further development work is required.
- 2.2. This Annual Report summarises the activities of the Trust Management Committee (the Committee) for the financial year 2020/21 setting out how it has met its Terms of Reference and key priorities.
- 2.3. The report had been informed by a review of the papers presented to the Committee against the responsibilities set out in the Terms of Reference and priorities outlined in the Cycle of Business.

3. Terms of Reference

- 3.1. The purpose of the Committee outlined in the Terms of Reference is to provide assurance to the Trust Board concerning all aspects of setting and delivering the strategic direction for the Trust, and its associated clinical strategies and to ensure that there is appropriate integration, connection and liaison between individual clinical services, between clinical and corporate functions and between strategic and operational matters.
- 3.2. The Terms of Reference were updated during 2020/21 (approved at the March 2021 Trust Board) to develop the Trust Management Executive structure in line with current priorities and provide provision to effectively deliver its responsibilities. Changes were as follows:
 - 3.2.1. The Digital Oversight was established to provide TME with reassurance on the delivery of 'digital as default', in order to support the Trusts strategic objectives.
 - 3.2.2. The Risk Committee was established to provide assurance concerning key aspects of good risk management practice in the trust.
 - 3.2.3. The Terms of Reference now provide provision to allow the Chief Executive Officer to co-opt members to provide the skills and expertise needed to focus on specific issues to effectively

discharge its duties. In making this change the core membership was reduced to include only executive directors and divisional directors with other members co-opted by the Chief Executive in response to changing needs.

- 3.3. TME met 28 times during 2020/21. The Committee's attendance has been quorate for the whole year in line with the Terms of Reference. Whenever the Chair was absent a nominated deputy chaired the meeting. All members of the Committee in role for the whole year attended or were represented by their nominated deputy for the meetings scheduled. As per the Terms of Reference the nominated Deputy could only attend due to unforeseen absence or special arrangements agreed in advance.

4. Responsibilities

- 4.1. During 2020/21 the Committee has delivered the key responsibilities as set out in the Terms of Reference which are demonstrated by the following sections of the report.

Development of the Trust's clinical service strategies and monitoring of the Trust's enabling strategies.

- 4.2. TME agreed to commence the development of the OUH Clinical Strategy which would be developed through a collaborative process working with the Clinical Divisions and Directorates. The development of a Clinical Strategy for OUH will take forward the principles of our new overarching Trust Strategy for 2020-25. It will set out our vision for all our clinical services, tackling key issues such as how we make best use of our different hospital sites, and how we organise our services.
- 4.3. TME supported the Commercial Strategy for recommendation to the Investment Committee. This strategy is one of a number of implementation strategies that related to the delivery of the Trust strategy with the aim to improve the Trust's financial sustainability through the delivery of commercial activity, whilst creating value for our people, patients and population.
- 4.4. 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.
- 4.5. TME agreed that 'leading with care' is a core leadership behaviour expected of leaders at all levels of the organisation. This programme utilises the expertise of our Psychological Medicine and Occupational Health teams to enable our leaders to 'lead with care'. This is consistent with not only our ethos of compassionate excellence, but also our new

Trust Strategy which reaffirms the commitment of the Trust Board to make OUH a great place to work by delivering the best experience and wellbeing for all staff.

- 4.6. 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.
- 4.7. TME supported the revised Quality Priorities that had been slightly updated to reflect the work that the Trust has been doing to tackle COVID-19 and the effect that has had on our services.

Monitoring of standards of care, quality and safety and monitoring the delivery of the Trust's service activity and financial objectives through the routine presentation and consideration of the following:

- 4.8. Financial Performance Reports
- 4.9. Workforce Performance Reports
- 4.10. Integrated Quality Improvement Plan Reports
- 4.11. Quality Reports
- 4.12. Divisional Performance Reports
- 4.13. Capital Projects Update Report
- 4.14. Health and Safety Quarterly Report
- 4.15. Procurement Pipeline (*new regular report*)
- 4.16. Commercial Programme Update Report (*new regular report*)

Review of annual reports and reviews, including:

- 4.17. Freedom to Speak Up
- 4.18. Equality and Diversity
- 4.19. Serious Incidents Requiring Investigation (SIRI)
- 4.20. Infection Prevention and Control
- 4.21. Research and Development
- 4.22. Information Governance and Data Quality
- 4.23. Emergency Preparedness
- 4.24. Health and Safety
- 4.25. Children's Review
- 4.26. Mental Health Act Review

Reviewing and approving policy updates and providing recommendations and amendments before circulation across the Trust, including:

- 4.27. Investment Management Policy
- 4.28. Value Based Appraisal Policy for non-clinical staff
- 4.29. Interim Homeworking Policy
- 4.30. Recruitment and Vacancy Changes during Covid-19
- 4.31. Agile Working Policy

The Committee has monitored and ensured the delivery of specific responsibilities and actions agreed by the Trust Board, including:

- 4.32. Review of the Corporate Risk Register (CRR) and the Board Assurance Framework and discussions on the proposed risks, escalated corporate risks and ensuring that identified controls are appropriate to mitigate the risks to a level within the Trust's risk appetite. TME's capacity to robustly review the CRR and BAF and improve integration, connection and liaison between teams in relation to risk management was enhanced by the development of the Risk Committee.
- 4.33. The consideration of business cases, including proposals to improve the efficiency, effectiveness and quality of the Trust's services.
- 4.34. Oversight of the production of the Annual Report and Accounts.
- 4.35. Capital planning and prioritisation.
- 4.36. Monitoring of estates compliance.
- 4.37. Oversight of the implementation of Internal Audit reports recommendations and review of partial assurance reports.

Key risks discussed by the Committee and reported to the Trust Board for information included:

- 4.38. Risks associated with Covid-19: TME have continued to maintain oversight of key risks related to Covid-19 response and recovery.
- 4.39. Risk associated with workforce and service pressures: TME noted the current level of risk at OUH in relation to ensuring that the substantive workforce can be effectively and productively deployed to meet local and national strategic objectives.
- 4.40. Risks associated with financial performance: TME continued to recognise the risks and opportunities to deliver at pace the changes required to maintain a strong financial position.

- 4.41. 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.
- 4.42. Risks associated with an ongoing requirement to replace ageing equipment: TME have considered business cases to fund the replacement and maintenance of equipment.
- 4.43. Risk associated with West Wing Theatre Ventilation: TME maintained oversight on the progress of plans developed by the WW Theatre Ventilation Project Group and received assurance regarding capacity for duration of project. TME approved the sign off and completion of the West Wing Theatre Ventilation Programme at the beginning of 2021.

5. Reporting Requirements

- 5.1. Reporting to the Board was consistent. The Committee reported to the Trust Board, providing a summary of each meeting during the year. Reports included a description of the business conducted, highlighted significant issues of interest to the Board, risks identified, key actions agreed, and decisions taken.
- 5.2. The Committee considered areas to be raised to the Trust Board during the scheduled meetings and through items to be referred to its sub-committees.
- 5.3. TME is supported by subcommittees and during the year the following regular reports were presented to the Committee, including:
 - 5.3.1. Clinical Governance Committee
 - 5.3.2. Quarterly Health and Safety Report
 - 5.3.3. Capital Management Update
 - 5.3.4. Divisional Performance Report
 - 5.3.5. Business Cases and proposals recommended by the Business Planning Group
 - 5.3.6. Research and Development Committee Report

6. Conclusion and actions for 2020/21

- 6.1. The Committee has continued to explore improvements to effectiveness and efficiency of the management of the Committee to ensure that the meetings are productive and Committee member time is effectively utilised. Virtual meetings have been held throughout 2020/21 and feedback has been positive with this meeting format supporting focused and regular meetings and effective decision making alongside the need to

balance other operational priorities in relation to the Covid-19 response and recovery.

- 6.2. TME have continued to work to improve transparency through the continued publication of a fortnightly blog outlining key decisions and topics to all staff.
- 6.3. There has been continual review of the oversight and monitoring information required. This year has seen the introduction of new regular reports, including workforce performance, procurement pipeline and commercial plan updates.
- 6.4. TME have received monthly consolidated summaries of the integrated themes and issues from Divisional Performance Reviews. The format of these reports has been noted to be excellent. Divisional Directors have highlighted the value of this increased transparency of performance information across the divisions.
- 6.5. Efforts have been made to reduce the length and increase the focus of the report pack to facilitate quality discussion and reduce the burden of producing papers and reviewing lengthy report packs. There is also commitment to develop a more relevant business schedule for TME and develop a stronger pipeline of upcoming decisions to support planning. This has been supported by engagement between Committee members and the Corporate Governance Team and there can be further improvements in this area.
- 6.6. Through 2020/21, TME have received reports and updates from its subcommittees through various formats. Reporting ranges from formal committee reports, executive summaries and subcommittee feedback, debate and recommendations that inform proposals and business cases. TME will look to ensure there is appropriate reporting to and from all the sub committees, including the new Digital Oversight Committee and Risk Committee. This is likely to mean more standardisation of subcommittee reporting for 2021/22. This matter will be considered at an upcoming TME meeting.
- 6.7. The annual review has identified the Committee has delivered the responsibilities as set out in the Terms of Reference and attendance at meetings has been good and quorate for the year.

7. Recommendations

- 7.1. The Trust Board is asked to:
 - Review and approve the Annual Report 2020/21