



Cover Sheet

Trust Board Meeting in Public: Wednesday 08 May 2024

TB2024.47

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

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 some of the main issues raised and discussed at its meetings.
- 1.2. 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.

2. Background

- 2.1. Since the preparation of its last report to the Trust Board, the Trust Management Executive has met on the following dates:
 - 14 March 2024
 - 28 March 2024
 - 11 April 2024
 - 25 April 2024

3. Key Decisions

OUH Vision, Strategic Objectives and 3-Year Plan

- 3.1. The Trust's 3-year Plan was developed to support delivery of the Trust Strategy 2020-25 and Clinical Strategy 2023-28.
- 3.2. TME reviewed and approved the detailed Year 1 plan for 2024/25, which was aligned with the Trust's planning submission to NHS England.

Financial and Operational Planning

- 3.3. TME discussed the draft Annual Plan for 2024/25 in advance of the Trust's planning submission.
- 3.4. Members were briefed on the additional controls that had been approved across Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board (BOB ICB). This included a reduction in temporary staffing, a temporary pause on all senior staff and non-clinical staff recruitment,

enhanced scrutiny of non-pay expenditure and a temporary pause on new investments and business case implementation.

- 3.5. All affected posts would be subject to a Quality Impact Assessment and TME approved a process for exceptions.
- 3.6. TME introduced a review of the following at each meeting:
 - An update on temporary staffing update; and
 - Information on Pay Panel Outcomes.

Oxford Critical Care (OCC) Development Plan

- 3.7. TME was briefed on the OCC Development Plan, a co-produced document that incorporated the views of, and ideas for change from, OCC staff.
- 3.8. TME noted the improvement work to date, and the importance of nursing recruitment and retention to the plan.
- 3.9. Members endorsed sharing the plan with the Thames Valley Critical Care Network and agreed to provide the Network with regular updates.

Proposals for combined governance for Maternity and Neonates services

- 3.10. TME supported a proposal for a cross-divisional Maternity and Neonatal Governance and Operational Delivery Committee to address operational performance oversight and improve collaboration.
- 3.11. This will serve as a basis for a closer working partnership and future appraisal of longer-term sustainable solutions to align Maternity and Neonates more closely for improved service delivery.

CaRi-Heart Pilot Study

- 3.12. TME approved an NHSE-funded pilot to explore the clinical use case for cardiac computed tomography angiographies technology in the NHS. The technology was developed by a company founded by some of the Trust's senior cardiologists and TME sought assurance that these interests had been declared and were appropriately managed.

Establishment of the John Radcliffe Hospital Endoscopy Pre-assessment Nursing Service

- 3.13. TME approved a recurrent investment of £128k pa to fund the appointment of 3.5WTE additional nursing and administrative staff. These costs would be fully funded through additional income chargeable for the pre-operative assessment under the API payment.

- 3.14. The investment in additional staff will support the delivery of a safer, more effective, and Joint Advisory Group on GI Endoscopy-accredited endoscopy service.

4. Other Activity Undertaken by TME

IQI Programme Update

- 4.1. TME was briefed on the progress and achievements of the Quality Improvement Programme. These included proposed targeted priorities for the 2024/25 and an update on the 'Introduction to QI (Level 1)' eLearning module.

Annual Governance Statement

- 4.2. TME reviewed the Annual Governance Statement and assessed areas for any significant loss of control.

JR Theatres Project: Governance Approach

- 4.3. TME approved project governance arrangements. The project's Senior Responsible Officer would report progress to Delivery Committee on a monthly basis.

Maternity Moderate Incidents Reduction

- 4.4. Following discussions of the moderate incidents in maternity care, focusing on postpartum haemorrhages and third/fourth degree tears, TME supported work to standardise the grading of incidents within the Berkshire Oxfordshire Buckinghamshire (BOB) Integrated Care Board (ICB).

5. Reporting from sub-Committees

- 5.1. TME reviewed the Risk Committee Annual Report and approved amendments to its Terms of Reference.
- 5.2. As part of its review of the People and Communications Committee reports, TME noted policies and procedures approved by the Committee under delegated authority. This included minor amendments to the Trust's Managing Organisational Change Procedure necessitated by recent legislation.
- 5.3. TME reviewed the Clinical Governance Committee Report. The rollout of digital consent was discussed; TME requested that an update be provided to Delivery Committee.

6. Regular Reporting

- 6.1. In addition, TME reviewed the following regular reports:

- Integrated Performance Report (this is now received by TME prior to presentation to the Trust Board and Integrated Assurance Committee);
- Health and Safety Update Report;
- Capital Schemes: TME continues to receive updates on a range of capital schemes across the Trust;
- Six-Monthly FtSU Report;
- Internal Audit Reports and Internal Audit draft plan for 2024/25;
- Counter Fraud draft plan for 2024/25;
- Finance Report: TME continues to receive financial performance updates;
- People Performance Report: TME receives and discusses monthly updates of the key KPIs regarding HR metrics;
- Divisional Performance Reviews;
- Corporate Performance Reviews;
- Business Planning Pipeline Report;
- Procurement Pipeline Report; and
- Summary Impact of TME Business (which allows TME members to more easily track the combined financial impact of decisions taken.)

7. Key Risks

- 7.1. **Risks associated with the financial performance:** TME continued to recognise the risks and opportunities to deliver at pace the changes required to recover the financial position.
- 7.2. **Risks associated with workforce:** TME maintained continued oversight on ensuring provision of staff to ensure that services were provided safely and efficiently across the Trust and to maintain staff wellbeing in the light of substantial operational pressures.
- 7.3. **Risks to operational performance:** TME continued to monitor the risks to operational performance and the delivery of key performance indicators and the mitigations that were being put in place.

8. Recommendations

- 8.1. The Trust Board is asked to:
 - **note** the regular report to the Board from TME's meetings held on 14 March 2024, 28 March 2024, 11 April 2024, and 25 April 2024.