

**Cover Sheet**

**Trust Board Meeting in Public: 8 March 2023**

**TB2023.34**

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**Title: Trust Management Executive Report**

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**Status: For Information**

**History: Regular Reporting**

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**Board Lead: Chief Executive Officer**

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**Confidential: No**

**Key Purpose: Assurance**

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## 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 some of 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

The Trust Board is asked to:

- **note** the regular report to the Board from TME's meetings held on:
  - 12 January 2023
  - 26 January 2023
  - 9 February 2023
  - 23 February 2023

## Trust Management Executive Report

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### 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.

### 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:
  - 12 January 2023
  - 26 January 2023
  - 9 February 2023
  - 23 February 2023

### 3. Key Decisions

#### OUH Clinical Strategy 2023-2028

- 3.1. TME members supported the final draft of the OUH Clinical Strategy 2023-2028. The clinical strategy provided a blueprint for the Trust's clinical services, sites, and the role it aims to play as an organisation over the next five years, setting out priorities to guide future decision making.
- 3.2. It had been developed by summarising more than 700 ideas from teams and through engagement with University and Integrated Care System Partners.
- 3.3. Following the draft being agreed at TME, the clinical strategy has been discussed with the Council of Governors and is due to be approved by the Trust Board at its March meeting.
- 3.4. If the document is approved by Board members, the next steps will include using it to inform planning for the 2023/24 financial year, developing an implementation plan with clear deliverables, and engaging further with patients and partners ahead of public launch.

#### Proposed OUH Quality Priorities 2023-24

- 3.5. TME members supported the proposed Quality Priorities for 2023-24, based on feedback and suggestions from the Quality Conversation event,

as well as the contributions of members of the Trust's Clinical Governance Committee and Executive Directors.

- 3.6. Staff, partners, and stakeholders of OUH participated in the annual Quality Conversation event on 23 January. This provided an update on the progress made by the Trust in achieving our Quality Priorities for 2022/23, and allowed participants to contribute to the development of our Quality Priorities for 2023/24.
- 3.7. The Priorities have been considered by governors at a meeting of the Patient Experience, Membership and Quality Committee and are due to be approved by the Trust Board at its March meeting.

#### Staff Wellbeing Equipment

- 3.8. TME members reiterated their commitment to supporting staff wellbeing and providing as much help as possible to address the cost-of-living crisis.
- 3.9. A proposal to spend up to £500,000 of capital funding on equipment to support staff wellbeing on all four of our main hospital sites was approved. This was in line with the OUH People Plan 2022-25 in which focusing on the basic health and wellbeing needs of staff is a key Year 1 priority. The proposals presented to TME were also based on discussions with Wellbeing Champions and staff about what they would find most useful.

#### Secure Data Environment Revenue Spending Plan

- 3.10. The last TME report to the Board highlighted that the Trust had accepted funding from NHS England for the Trust to host a Secure Data Environment (SDE) on behalf of Thames Valley and Surrey, following a competitive process.
- 3.11. The SDE is a data storage and access platform, which is being built to uphold the highest standards of privacy and security of NHS health and social care data when used for research and analysis. Only approved users with approved projects are allowed to access and analyse data, and only approved outputs can leave the environment.
- 3.12. TME members were updated regarding the revenue expenditure planned in the current financial year, including costs, suppliers/providers, and procurement compliance. The Trust Management Executive agreed to the breakdown of expenditure and the proposed procurement approaches, and ratified the procurement of these purchases.

### Trustwide Device Refresh

- 3.13. An update was presented to TME members regarding the ongoing programme to refresh desktop and laptop devices in use in the Trust. For historic reasons, a large quantity of Trust owned laptops and desktop PCs were not fit for purpose, resulting in significant frustration, inefficiency, and loss of valuable staff time.
- 3.14. A proposal to invest £1 million of capital funding to replace and upgrade Trust laptops and PCs had previously been approved.
- 3.15. In January TME received an update and a proposal to accelerate the programme and refresh and replace more devices more quickly. A proposal to purchase £2.8m worth of new laptops, desktops, and CARTS to replace old or low performing kit on our sites was supported.

### Successful Bid for Endoscopy Equipment

- 3.16. TME members heard that, having previously bid successfully for £530,000 of additional capital funding from NHS England to purchase Endoscopy equipment in order to support and improve our diagnostic recovery programme, the Trust had now received a further allocation of £530,000. TME members authorised the receipt of the additional £530,000.
- 3.17. This is a very welcome update to the Trust's Endoscopy service, providing much-improved technology to enhance the cancer diagnostics and treatment provided to more than 400 patients a week.

### Other Items

- 3.18. An update was received on the approach to the development of the annual plan for 2023/24. TME approved the approach to planning for the forthcoming financial year and approved the Terms of Reference for the Planning Oversight Group.
- 3.19. TME approved the recruitment of a Paediatric Palliative Care Consultant.
- 3.20. TME approved the recommendation of a revised Overseas Visitors Policy to the Board.
- 3.21. An update was provided on the timetable for the preparation of the Annual Report and Accounts and TME agreed the approach outlined.

#### 4. Other Activity Undertaken by TME

##### Board and Divisional Visibility Plan Update

- 4.1. TME received an update about implementation of the Board and Divisional Visibility Plan that was supported by TME members in September 2022.
- 4.2. Since September, more than 80 staff from across all Divisions have attended a breakfast with the Chief Executive Officer and another Executive Director. This has enabled rich conversations about individual, team, and Trust priorities and work programmes.
- 4.3. A programme of weekly visits across all OUH sites has been established and Executive Directors, together with Divisional Management colleagues, have been undertaking many visits to meet colleagues, listen, offer support, and to thank them for all their work.
- 4.4. These visits provide an opportunity for our Non-Executive Directors and Governors to meet colleagues in clinical and non-clinical areas, and they will join the visits in the future.
- 4.5. In addition, during January and February, more than 10 clinical areas at the JR and Churchill have had visits to celebrate their successes as part of the Oxford Scheme for Clinical Accreditation (OxSCA).

##### Ovarian Cancer Surgical Services

- 4.6. TME was updated on the Trust's actions in response to concerns raised over the Gynae-oncology service in 2018 which led to the suspension of surgery for advanced ovarian cancer in July 2018 and a service review by the Royal College of Obstetrics and Gynaecology (RCOG) in January 2019.
- 4.7. A Task Force had been established to address and deliver the recommendations made by the RCOG review. NHSE England (NHSE) South East regional team for specialist commissioning reviewed the service in July 2022. Following this review, NHSE are now satisfied that the service is suitable to consider a staged return of surgery for ovarian cancer and an implementation plan has been agreed.
- 4.8. TME members welcomed this positive news for both patients and staff.

##### Industrial Action

- 4.9. TME continued to monitor the impact of industrial action by members of the Royal College of Nursing (RCN).
- 4.10. Thanks were expressed to staff for their response to this challenge by helping to plan and maintain safe services for our patients, while ensuring

that nursing colleagues were able to exercise their legitimate right to strike if they chose to do so.

- 4.11. The Chief Executive commended staff for continuing to show kindness and respect to each other during industrial action, in line with the Trust's values.
- 4.12. TME also continued to be updated on planning and preparations for the possibility of industrial action by junior doctors. Action over a 72-hour period starting on Monday 13 March has now been confirmed.

#### Annual update on Postgraduate Medical Education

- 4.13. Dr Claire Pulford (Director of Medical Education) provided TME members with an overview of the annual update report on postgraduate medical education at OUH.
- 4.14. Key themes included the continuing impact of the COVID-19 pandemic on many aspects of working and training lives. A significant percentage of trainees still require additional training time or curriculum-aligned training opportunities in order to complete their programmes.
- 4.15. This report will now be presented to the Trust Board.

#### Other Items

- 4.16. TME continued to be updated on progress in clearing a backlog in non-urgent radiology reporting.
- 4.17. TME was updated on progress in delivering specialty GIRFT (Getting It Right First Time) implementation plans.

## **5. Regular Reporting**

- 5.1. A regular update on the Integrated Quality Improvement (QI) Plan was presented to TME members. This focuses on key areas for Quality Improvement (QI) methodology to be used in order to tackle some of the biggest challenges facing the Trust. These areas of focus include recruitment processes, urgent and emergency care, cancer care, harm reduction, and theatres productivity.
- 5.2. In addition TME received the following regular reports:
  - Capital Schemes: The TME continues to receive updates on a range of capital schemes across the Trust;
  - Divisional and Corporate Performance Reviews: TME receives a summary Performance Reviews that documents key themes and issues presented and actions agreed;

- Financial Performance Report: The TME continues to receive financial performance updates;
- Workforce Performance Report: TME receives and discusses monthly updates of the key KPIs regarding HR metrics;
- Clinical Governance Committee Report;
- NIHR Research and Development Metrics Report;
- Health and Safety Report; and
- Procurement Pipeline
- Summary Impact of TME Business (which allows TME members to more easily track the combined financial impact of decisions taken.)

## 6. Key Risks

- 6.1. **Risks associated with industrial action:** TME noted planning to manage and mitigate the risks associated with planned industrial action.
- 6.2. **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. The impact on staff of cost-of-living pressures was also recognised.
- 6.3. **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.
- 6.4. **Risks associated with the financial performance:** TME continued to recognise the risks and opportunities to deliver at pace the changes required to maintain the financial position.
- 6.5. **Risks associated with Covid-19:** TME have continued to maintain oversight of key risks related to Covid-19 recovery along with other seasonal respiratory disease.

## 7. Recommendations

- 7.1. The Trust Board is asked to:
  - **Note** the regular report to the Board from TME's meetings held on 12 January 2023, 26 January 2023, 9 February 2023 and 23 February 2023.