



Cover Sheet

Trust Board Meeting in Public: Wednesday 11 September 2024

TB2024.84

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:
 - 11 July 2024
 - 1 August 2024
 - 15 August 2024
 - 29 August 2024

3. Key Decisions and Updates

Financial Controls

- 3.1. TME continued to monitor the impact of pay and non-pay controls.
- 3.2. The Trust had reduced temporary staffing by 416 WTE and £650k since 10 December 2023.
- 3.3. TME receives a report of Pay Panel decisions at each meeting and has considered the risks and mitigations of the vacancy control process. Since the new pay controls, 431 roles had been presented, with 327 approved, 61 paused, and 33 rolled over. The number of job postings had decreased compared to the previous year.

Lung Cancer Pathway Additional Staffing Business Case

- 3.4. TME approved a proposal to convert locum and NHSP staffing to substantive posts to allow the service to continue to support the lung

cancer pathway to meet the Faster Diagnosis Standard (FDS) by improving the Respiratory Early Diagnostic Service (REDS) clinic.

Increasing Dermatology Capacity Business Case

- 3.5. TME supported a proposal that the Dermatology pay budget baseline had a recurrent uplift of £607,900k p.a. to reduce outsourcing funded by Elective Recovery Funding (ERF).
- 3.6. Dermatology had seen a 19% increase in cancer pathway referrals in 2023, with an estimated further increase of 17% this year.
- 3.7. This proposal would help reduce waiting times and meet demand and capacity issues. The case was recommended to the Investment Committee for approval by the Trust Board.

Provision of Psychological Support in Response to the Infected Blood Inquiry

- 3.8. TME supported and recommended to the Trust Board via Investment Committee a proposed contract with NHSE to provide psychological support.
- 3.9. Providing psychological support for those infected and affected was a crucial response to meeting the recommendations within the Infected Blood Inquiry which highlighted the very significant psychological impact on those affected and the need for support to address this.
- 3.10. NHS England was asked to design and commission a bespoke psychological support service for those infected and affected and OUH has been chosen to provide this service in partnership with Hampshire Hospitals NHS Foundation Trust.

Highly Specialised service for Paediatric Multiple Sclerosis

- 3.11. TME approved a proposal for the development of a dedicated Paediatric Multiple Sclerosis (MS) service at OUH following a successful bid in a national competitive process.
- 3.12. The service will cover all children and young people up to the age of 18 who have suspected MS or other rare demyelinating conditions. Currently the service treats about 55 patients annually but an increase of 30-40% is expected because of the NHS England commissioning

Multi-Storey Car Park – Urgent Lifecycle Renewal Works

- 3.13. TME was briefed on urgent remediation and risk reduction works required for the multi-storey car park (Car Park D) at John Radcliffe Hospital
- 3.14. TME approved the recommended option to complete the works during the school summer holidays.

Paediatric Intensive Care Unit (PICU) Relocation

- 3.15. TME considered the options available for relocation of PICU as well as longer term options, with a decision to relocate to the Oxford Critical Care Unit (OCCU) as an interim solution.

Cash Improvement Plan and Establishment of a Strategic Cash Committee

- 3.16. The Trust's cash balance and liquidity had reduced due to an underlying deficit, inflationary pressures, and industrial action. Scenario testing highlighted risks of low or negative cash balances.
- 3.17. TME approved a cash improvement plan and the establishment of a Strategic Cash Committee as a formal sub-committee of TME to oversee long-term cash management activities, providing an objective view of the cash position and ensuring optimal utilisation of financial resource.

4. Other Activity Undertaken by TME

Combined Equality Standards

- 4.4. TME received the Combined Equality Standards report in advance of its presentation to the Trust Board. This highlighted barriers to progression for BAME staff, a drop in the gender pay gap, and improvements in bullying and harassment metrics.

Update on Oxford Ovarian and Testicular Cryopreservation Service and Tissue Bank (OCTB)

- 4.5. TME received an update on all recommendations relating to the OCTB and the actions taken in response to the Human Tissue Authority (HTA) inspection of the OCTB had been completed.

Update on the Thames Valley and Surrey Secure Data Environment (SDE)

- 4.6. TME was updated on the SDE, one of a number nationally established to support translational research and development within and across regions.
- 4.7. The programme undertook its first gateway review in June and the overall outcome was green though with a number of actions noted.
- 4.8. In addition, the SDE programme team is working with the regional Care Records Programme to align carefully and considered communications with patients, the public, and healthcare professionals. This alignment will support building trust and transparency around how data is used for care, planning and research.

TVCA SDF Allocation for OUH – 2024/25

- 4.9. TME noted the outcome of the 2024/25 Thames Valley Cancer Alliance (TVCA) Service Delivery Funding (SDF) for OUH and that a Memorandum of Understanding (MOU) had been signed on this by OUH and TVCA. OUH has been allocated £1,303,955 to support our operational performance, faster diagnosis, early diagnosis and personalised care.
- 4.10. The funding will be used to improve the diagnostic pathway including biopsy capacity to improve our performance against the 62-day and 31-day cancer standards.

Update on Standard Work Programme

- 4.11. TME was updated on the 2024/25 Standard Work Programme, a key part of the Trust's larger Integrated Quality Improvement Programme.
- 4.12. The programme will take the learning and success already achieved within the Urgent and Emergency Care Programme which was focused on improving the impact of Board Rounds.
- 4.13. The four key 'Standards' the programme will initially focus on are: Board Rounds, embedding agreed equipment checks, Safety Huddles, and Safe Medication Storage and Stock Management.

National NHS Staff Survey 2024 – Approach Proposal 2024

- 4.4. TME supported the proposed approach to the 2024 Annual Staff Survey which aimed at achieving a 50% response rate (up from 46%) and to improve staff engagement. Various incentives were proposed to boost participation rates.

Estate Policy Documents

- 4.5. TME approved the four technical estates policies, following a recommendations from specialist safety groups and the Health and Safety Committee to be ratified at the next Trust Board.
- 4.6. The policies included the Management of Contractors Policy, Water Safety Policy, Ventilation Systems Policy, and Gas Safety Policy.

Maternity and Neonatal Transformational Projects at OUH

- 4.7. TME reviewed the progress and considered the proposed funding model for the Maternity Transformation Partnership.

Briefing Note on Research & Development

- 4.8. Members were briefed on the steady state of research activities at OUH. TME noted and approved six updated R&D policies.

Antenatal and Newborn (ANNB) Screening Assurance Visit Final Report

- 4.9. TME received the final report and action plan for the Antenatal and Newborn Screening Service quality assurance visit conducted on April 23, 2024.

5. Reporting from sub-Committees

- 5.1. As part of its review of the People and Communications Committee reports, TME noted the activities undertaken by the Committee including approval of several policies and procedures and amendments to various other procedures.
- 5.2. TME reviewed the Clinical Governance Committee Report, which included summary quality reporting.
- 5.3. TME received an update on the year-to-date expenditure against 2024/5 Capital Plan and a reforecast Q2 Plan recommended by the Capital Oversight Committee.

6. Regular Reporting

- 6.1. In addition, TME reviewed the following regular reports:
 - Integrated Performance Report (this is received by TME prior to presentation to the Trust Board and Integrated Assurance Committee);
 - Capital Schemes: TME continues to receive updates on a range of capital schemes across the Trust;
 - Industrial Action Update Report;
 - Finance Report: TME continues to monitor financial performance;
 - 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.)
- 6.2. The following annual reports were reviewed by TME before their presentation to the Trust Board:
 - Infection Prevention and Control Annual Report;

- Learning From Deaths Annual Report;
- Responsible Officer's Annual Medical Appraisal and Revalidation Report; and
- Safeguarding Annual Report.

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. **(BAF Strategic Risk 3.1 & 3.2)**
- 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. **(BAF Strategic Risk 1)**
- 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. **(BAF Strategic Risk 2)**

8. Recommendations

- 8.1. The Trust Board is asked to:
 - **note** the regular report to the Board from TME's meetings held on 11 July 2024, 1 August 2024, 15 August 2024 and 29 August 2024;
 - **approve** the following Workforce policies:
 - Medical Consultant Recruitment Procedure; and
 - **approve** the following Estates policies:
 - Management of Contractors Policy
 - Water Safety Policy
 - Ventilation Systems Policy
 - Gas Safety Policy