

Trust Board paper N

UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST

REPORT BY TRUST BOARD COMMITTEE TO TRUST BOARD

DATE OF TRUST BOARD MEETING: 5 October 2017

COMMITTEE: People, Process and Performance Committee (Inaugural Meeting)

CHAIR: Mr A Johnson, Non-Executive Director

DATE OF MEETING: 28 September 2017

This summary is provided for the Trust Board's information in the absence of the formal Minutes, which will be submitted to the Trust Board on 2 November 2017.

SPECIFIC RECOMMENDATIONS FOR THE PUBLIC TRUST BOARD:

- **Terms of Reference and Membership** – the People, Process and Performance Committee approved its Terms of Reference and Membership (as attached) for onward recommendation onto the Trust Board for formal approval.

SPECIFIC DECISIONS FOR THE PUBLIC TRUST BOARD:

- *None.*

ITEMS DISCUSSED AT THE MEETING, LISTED BELOW FOR THE INFORMATION OF THE PUBLIC TRUST BOARD:

- **PPP Annual Work Plan** – an indicative work plan (for Workforce and Organisational Development only) was received and noted. Additional items will be added in line with the Terms of Reference.
- **Workforce and Organisational Development Plan Update** – the Director of Workforce and Organisational Development presented an update against the Trust's Five Year Workforce Plan 2014-2019 and the slide deck accompanying this report captured key datasets for Month 5 to show progress in the delivery of this plan and included an overview of actions achieved and further actions planned. The plan would be significantly refreshed during 2017/18 to reflect any changes arising from the 'People Strategy', Sustainable Transformation Partnership and a revised focus on developing an alternative 'team around the patient' based on the current risks to workforce supply impacting on such programmes as 'Red to Green'. A new format workforce report would be presented at future PPP Committee meetings, and the Committee requested that this report specifically highlighted any changes month to month and particularly focussed on 'deep dives' within workforce and organisational development. In presenting this report, the Director of Workforce and Organisational Development provided specific updates regarding the supplementary CIP programme, agency spend, vacancy rates, performance against the 'Time to Hire' metric, sickness absence rates and the apprenticeship programme. Note was made that future reports to the Committee would focus on long-term workforce plans, as well as considering Trust structures within the context of the wider workforce and organisational development plans. Specific discussion took place regarding nurse training and retention and note was made of the new nursing programme to be implemented from September 2018. Specific discussion took place

regarding IT as an enabling process, with the achievement of 'Plan B' an absolute priority and the prioritisation of clinical safety part of that and it was considered that this Committee was an appropriate forum to discuss matters relating to IT. Accordingly, it was therefore agreed to invite the Chief Information Officer to the next meeting to discuss the anticipated IT investments and initiatives over the next few months, how these would be beneficial in terms of patient safety and the anticipated financial implications, combined with an appropriate risk assessment.

- **Quality and Performance Report – Month 5** – the Committee considered the key quality and performance metrics as at the end of August 2017. Specific discussion took place regarding RTT (with particular reference to the challenges caused due to a gap in theatre staffing) and actions that could be taken to improve efficiency, albeit recognising that these would take time to deliver. It was agreed to review issues relating to theatre, the admitted backlog and efficiency on a monthly basis as part of discussion on the Quality and Performance report. Discussion also took place regarding UHL performance compared to its peers and its ranked position amongst all NHS Trusts against various performance metrics. Consequently it was agreed to hold particular discussion at future meetings focussing on 1-2 performance metrics each time where UHL was performing 'below the line', with a one page explanatory commentary to be provided (and include specific detail of where UHL sat 'below the line' and the actions being undertaken to address this). It was noted, in discussion, that consideration of the 'quality' aspects of the Quality and Performance report would be undertaken at the Quality and Outcomes Committee.
- **Emergency Care Reports** – the Chief Executive presented the monthly emergency care performance report, alongside presentation slides documenting the latest performance within emergency care at the Trust (specifically against the 4 hour wait metric) and the key actions now being implemented with the aim of improving performance, as detailed in the post-surge action plan and within the presentation slides, including repopulating increased ED evening and overnight SDM cover, specialty ownership of patients in ED and AMU, changes to AMU working, accelerating patient bed allocation and movement, implementing electronic bed management, embedding Red2Green on LRI Medical and GH Cardio-Respiratory wards and implementing a new Silver Command approach / structure. Discussion also took place regarding the daily 'scrum' meetings involving the Chief Executive, Chief Nurse, Interim Chief Operating Officer and Medical Director with action leads to agree the approach and assess progress. Discussions have been commenced to ensure medical and clinical resource at appropriate levels. Discussion also took place regarding the assistance being provided to the Trust from Luton and Dunstable University Hospital with regard to improving emergency care performance.
- **Reports for Information** – the Committee received and noted the following documents:-
 - Executive Performance Board action notes from 29 August 2017, and
 - Executive Workforce Board actions from 18 July 2017.

ITEMS DEFERRED TO THE NEXT MEETING:

- None

DATE OF NEXT COMMITTEE MEETING: 26 October 2017

Mr A Johnson – Committee Chair and Non-Executive Director

28 September 2017

Title **People, Process and Performance Committee**

Constitution : The People, Process and Performance (PPP) Committee is established as a standing committee of the Trust Board and is accountable to the Trust Board. Its constitution and terms of reference shall be as set out below, subject to amendment at future Trust Board meetings.

The Committee will meet in private.

The Minutes of meetings of the People, Process and Performance Committee shall be formally recorded by the Secretary to the Committee and submitted to the Trust Board.

The appointment of sub-committees by the People, Process and Performance Committee shall be in accordance with the Trust's Standing Orders. The Minutes of meetings of any sub-committees appointed by the Committee shall be submitted to the next available meeting of the Committee.

Membership : The Committee shall be appointed by the Trust Board.

The voting membership of the Committee shall comprise all of the Non-Executive and Executive Directors of the Trust Board. The Director of Workforce and Organisational Development shall be a non-voting member of the Committee (the post of Director of Workforce and Organisational Development is not a voting Executive Director of the Trust Board).

The Trust Board Chairman shall be an ex-officio member of the Committee.

A Patient Partner – who shall be non-voting - will be a co-opted member of the Committee with speaking rights and shall be invited to attend each meeting of the Committee.

To carry on the business of the Committee, other Executive or Corporate Directors and Senior Managers may be invited to attend meetings as deemed necessary.

It is desirable that all members of the Committee, and other postholders to whom standing invitations have been issued, attend all meetings of the Committee. The Committee Chair shall keep attendance under regular review and shall be assisted in this task by the Director of Corporate and Legal Affairs. The Committee Chair shall raise any concerns about attendance at meetings with the Trust Board Chairman and shall seek the support of the Trust Board Chairman in resolving such concerns.

Secretary : The Director of Corporate and Legal Affairs (or a member of staff delegated by him/her) shall be Secretary to the Committee and shall attend to take minutes of the meeting and provide appropriate support to the Chair and Committee members.

Chair: One of the Non-Executive Director members shall be appointed Chair of the Committee by the Trust Board.

Quorum : A quorum shall be four voting members of the Committee, of which two will be Non-Executive Directors.

Voting : In the event that members of the Committee decide to vote on any matter, the issue shall be determined by a majority of the votes of the voting Directors present and voting on the question and, in the case of any equality of votes, the person presiding shall have a second or casting vote.

Frequency : Meetings shall normally be held monthly. Additional meetings may be convened by the Committee Chair at his/her discretion.

The Committee will be supported by an agreed timetable of agenda items which will reflect the annual business cycle. All other agenda items will be subject to agreement by the Committee Chair prior to the meeting.

Authority : The Committee is authorised by the Trust Board to investigate any activity within its terms of reference. The Trust Board may itself refer items of business to the Committee for determination and/or, where appropriate, recommendation to the Trust Board. The Committee is authorised to seek any information it requires from any employee and all employees are directed to co-operate with any request made by the Committee.

The Committee is authorised by the Trust Board to request the attendance of persons outside the Trust with relevant experience and expertise if it considers this necessary.

Duties : To enhance Trust Board oversight of Trust people, process and performance matters.

To scrutinise people, process and performance matters to ensure that required standards are achieved and that action is taken where matters are sub-standard.

To seek assurance that the organisational systems and processes in relation to people, process management and performance management are robust and well embedded so that priority is given, at the appropriate level within the organisation, to addressing any identified deficiencies/areas for improvement.

To approve the People Strategy before submission to the Trust Board for adoption.

To approve the annual report of the Responsible Officer before submission to the Trust Board for adoption.

To approve the annual Workforce Race Equality Statement before submission to the Trust Board for adoption.

Reporting:

The Committee will report to the Trust Board on its work.

Review:

The Committee shall conduct an annual review of its effectiveness and provision shall be made in the annual work programme of the Committee to enable such a review to be conducted. The results of the annual review shall be recorded in the Minutes of the Committee which shall be submitted to the Trust Board.

The terms of reference of the Committee shall be reviewed by the Trust Board annually.