

## Cover report to the Trust Board meeting to be held on 1 December 2022

	<b>Trust Board paper K</b>
<b>Report Title:</b>	<b>Operations and Performance Committee (OPC) – Committee Chair’s Report</b>
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<b>Reporting Committee:</b>	<b>Operations and Performance Committee (OPC)</b>
<b>Chaired by:</b>	Mr M Williams – OPC Chair and Non-Executive Director
<b>Lead Executive Director(s):</b>	Mr J Melbourne – Chief Operating Officer
<b>Date of last meeting:</b>	23 November 2022

**Summary of key public matters considered:**

This report provides a summary of the following key public issues considered at the Operations and Performance Committee virtual meeting held on 23 November 2022: - *(involving Mr M Williams, OPC Chair and Non-Executive Director ; Mr M Archer, Interim Associate Director of Cancer Care; Ms G Collins-Punter, Associate Non-Executive Director; Ms S Favier, Deputy Chief Operating Officer; Ms H Hendley, LLR Director of Planned Care; Ms C Langford, Head of Operations CHUGGS; Mr J Melbourne, Chief Operating Officer, Mr R Manton, Head of Risk Assurance; Mr B Patel, Non-Executive Director; Mr J Stewart, Deputy Clinical Director CHUGGS; Ms Sarah Taylor, Deputy Chief Operating Officer and Mr J Worrall, Associate Non-Executive Director.)*

- **Urgent and Emergency Care**

OPC received a report on the UHL Performance briefing provided updated assurance and actions taken in relation to Urgent and Emergency Care. The report presented some key highlighted areas of improvement including the Enhanced Rapid Flow and extended hours at MlaMI unit. Urgent and Emergency care still faces significant challenges, and improvements which are planned – including the Pre-transit hub is commencing at the Leicester Royal Infirmary, opening in January 2022 - will support this challenge, yet it is acknowledge that more work is required to identify further capacity to support our urgent and emergency care pathways.

-OPC noted the West Midlands Clinical Senate Review with the 10 recommendations and discussed the need to change the organisational culture and behaviours. OPC recognises the challenges faced in ambulance hand overs and the good work occurring to mitigate the risks. Further updates on the plan will be presented at the December 2022 meeting.

- **Cancer Quality and Performance Report**

OPC received a report on Cancer Quality and Performance Report and provided an overview of the latest published dataset (September 2022) as well as performance overview for October and prospectively for November 2022. The report stated some key achievements such as UHL recognised as the 235 specialist Oncology Centre coming 12<sup>th</sup> in the UK globally by Newsweek. Other highlights included the Urology Biopsy insourcing returning from 19<sup>th</sup> November at the LGH and replacement of the DaVinci robot. It was also noted that the formal report from NHSE/I Intensive Support Team was received and an action plan to be presented at OPC next month.

It was highlighted to the committee the current 62-day backlog position. It was highlighted to the committee as of October 2022, 952 patients waiting and now down to 852 and tracking will continue in December 2022. Three themes were noted to increase further improvement which was better administrative work, have fewer

red days and more clinical time to review patients. Mr J Worrall, Non-Executive Director noted a recommendation to add the trajectories for Colorectal, Urology and Skin for the next report and to mention the implied performance for 2023. In addition, a future deep dive to be presented at OPC. The Committee noted the Trust's position and understood the challenges faced during the coming winter months.

- **Oncology Cancer Position Report**

The Oncology Cancer Position report provided an update on the current position within oncology services. It was highlighted within the report that £2.2 mill was received to improve the service in particular the wait times for first appointment. Key investments were noted in the report such as additional nurses recruited to support chemo suite to reduce the wait time for chemotherapy. In addition, two medical oncologists will be recruited. The posts would support challenged tumour sites of Colorectal, Urology and Breast.

The report highlighted to OPC the Radiotherapy activity increases and the purchase of the Linacs replacements – which will be presented to FIC in November 2022. OPC Non-Executive Chair asked if there is anything else we could be doing to improve performance and it was concluded that a report would be brought to OPC in 2023 on the planned improvements and tracked changes produced from the investment. The OPC Non -Executive Chair thanked colleagues for their ongoing work.

- **Elective Care (RTT and DM01)**

OPC received an update on the number of patients waiting over 104 weeks for treatment. At the end of October 2022, 190 patients waiting for 104 week waits and November's forecast is currently 135. December 2022 is aimed for 100 patients. It was noted the route to 0 is currently underway by liaising with hospitals such as George Elliot and Croydon on potential capacity for patients. The report outlined actions to highlight within the next four weeks auto sending first patient to the Leicester General Hospital which linked to theatre productivity work and to reduce late starts from theatre lists.

The report updated on the UHL Tier 1 Internal assessment. It was noted by Chief Operating Officer that the Self-Certification point has been signed off and submitted to NHSE. It was noted that Mr J Worrall is NED support for theatre productivity. The committee agreed with the self assessment and noted the areas where further action was required. It was agreed that rather than monthly Board productivity updates, OPC would continue to receive regular updates on productivity (at least quarterly) and minutes to go Trust Board, with relevant escalations where appropriate.

The Committee was notified on the updates from the On the Day Cancellations internal audit report and one of the actions was to get the pre-op programme of the ground and recruit admin staff to pick up errors and respond to cancellations. Admin staff were successfully appointed and would be looking at rolling programme to focus on training and retention.

Update was provided around the Elective Diagnostic performance (DM01 Update). OPC noted a bid made to NHSE and noted that UHL had completed deep dive with NHS England on three modalities on 10<sup>th</sup> November which were Endoscopy, Non-Obstetric Ultrasound and ECHO. It was noted that the actions would be progressed on the monthly diagnostic board. The LLR Director of planned care noted the elective recovery fund on track to spend on budget and activity of schemes was being carefully monitored. The OPC chair noted the progress and congratulated colleagues on the effort made.

- **Board Assurance Framework**

OPC noted the updates from the Board Assurance Framework and Mr R Manton, Head of Risk and Assurance, would look to add scores in and progress started from board development sessions around Appetite Tolerance. Update to be brought back to OPC next month.

- **Reports Noted**

Integrated Performance Report M6 2022/23

Patients Potentially Lost to Follow– to bring report back for next meeting.

**Matters requiring Trust Board consideration and/or approval:**

***Recommendations for approval:***

- None

***Items highlighted to the Trust Board for information:***

The following issue was highlighted to Board members ***for information only:***

- None

**Matters referred to other Committees:**

None.

**Date of Next Virtual OPC Meeting:**

Wednesday 21 December 2022 at 10.00am via MS Teams