

Public Trust Board paper I4

Meeting title:	Public Trust Board				
Date of the meeting:	14 March 2024				
Title:	Escalation Report: Our Future Hospitals and Transformation Committee 22 February 2024				
Report presented by:	Dr Andy Haynes MBE, OFH&TC Non-Executive Director Chair				
Report written by:	Alison Moss, Corporate and Committee Services Officer				
Action – this paper is for:	Decision/Approval		Assurance	x	Update
Where this report has been discussed previously	Not applicable				

To your knowledge, does the report provide assurance or mitigate any significant risks? If yes, please detail which
BAF risk 8 (IT infrastructure)

Impact assessment
N/A

1. Purpose of the Report

1.1 To provide assurance to the Trust Board on the work of the Our Future Hospitals and Transformation Committee and escalate any issues as required.

2. Recommendation

2.1 There are no items recommended for approval.

3. Summary

The Committee met on 22 February 2024. The meeting was quorate and considered the following reports.

4. Discussion Items

4.1 Our Future Hospitals Programme

The Committee noted progress on the live projects in the Programme. With respect to the Our Future Hospitals Programme there was concern about the capacity of the construction industry. It was unlikely there would be enough capacity for the entire New Hospitals Programme and it was imperative therefore, that UHL was an attractive proposition.

4.2 Leicester Royal Infirmary Enabling Works Outline Business Case

The Committee considered the Outline Business Case for the Leicester Royal Infirmary (LRI) enabling works. This was the third business case, following that for the Congenital Heart Centre and the reconfiguration of Critical Care from Leicester General Hospital site to

Glenfield Hospital. The enabling works would clear part of the LRI site to enable the new build.

The Committee noted the strategic, economic, and commercial case for the development and how the project would be managed. The Committee supported the Outline Business Case which would be considered by the Finance and Investment Committee for recommendation to the Trust Board.

4.3 Demand and Capacity Model

The Committee received an update on the demand and capacity model for the next 15 years. The model had been adapted to project growth based on demographic growth between 2015 and 2020, interventions known to change demand management, and the delivery of the Our Future Hospitals Programme.

The scope of the PWC built model encompassed all the Trusts beds, acknowledging that the OFH programme focussed on only a proportion of these beds. The model suggests a bed growth of 178 beds by 2030/31. At this level of growth, based on forecast demand, if efficiency interventions were realised, the Trust would be able to achieve required occupancy levels. There would be a need to address seasonal fluctuations in demand in year. Key work is now required on sensitivity of the efficiency interventions and to progress projects to deliver them.

The demand and capacity model for theatres and outpatients would be developed by the end of April 2024.

4.4 Transformation of Outpatients

The Committee received a presentation on the transformation of outpatients. A three-year strategy set objectives to reduce the backlog of non-admitted patients; provide specialist advice to reduce referrals; improve attendance rates; optimise capacity; improve patient experience, and value for money.

Objectives for 2023/24 and progress to date were noted. These included initiatives for Patient Initiated Follow-up, research into Do Not Attend rates, and improved patient communication. The priorities for 2024/25 were set out by theme: productivity; capability and partnership. There would be a review of administrative processes and the operation of the booking centre, which was not wholly centralised. There would be a focus on ensuring diagnostic results were available for clinical appointments, and the quality of patient communication.

The Committee highlighted the need to link operational transformation to digital innovation and in particular the replacement of the Patient Administrative System.

4.5 Digital, Data & Technology Strategic Framework (mitigating BAF Risk 8)

The Committee noted the plan to refresh the existing Digital, Data & Technology Strategy.

4.6 Clinical Digital Review (mitigating BAF Risk 8)

The Committee noted the review of the Trust's clinical digital governance and took assurance that the associated action plan was being progressed via the new clinical digital leadership team. The Trust had appointed a Chief Clinical Safety Officer who would seek to engender ownership of the agenda outside of the IM&T Directorate.

5. Board Assurance Framework – BAF risk 8

The Committee considered the BAF risk within its remit: no. 08 'IT Infrastructure unfit for the future'. The risks discussed at the meeting were reflected on the BAF and there was no change to the current risk score of 16 (Likely 4 x Major 4).

6. Items Noted

Internal Audit Plan 2024/25

Date of next meeting – 21 March 2024