

Trust Board paper J4

Meeting title:	Public Trust Board				
Date of the meeting:	8 August 2024				
Title:	Escalation Report: Our Future Hospitals and Transformation Committee 24 July 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
NHP - New Hospital Programme SRO – Senior responsible Officer

1. Purpose of the Report

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

To note the report.

3. Summary

The Committee met on 24 July 2024. The meeting was quorate and considered the following reports.

4. Discussion Items

4.1 EPR – Resourcing and Benefits (in mitigation of BAF risk 08 'IT infrastructure unfit for the future')

The Committee noted progress on the Electronic Patient Record Programme. In the last quarter the Programme had achieved the deployment of the Emergency Department Paperlite; Paediatric E-Meds; Speech and Language Therapy modules. The Outpatient module is being piloted; wider deployment is dependent on the replacement of the Patient Administration System (PAS) as a prerequisite. Nervecentre had recently been upgraded to version 8 which provides the foundation for further development.

The continued success of the Programme is dependent on available capital investment. Given the constrained resources this year the focus is on the replacement of PAS and the maternity and neonatal EPR.

The Committee sought assurance as to how demand for IT was being prioritised and asked that any significant risks in the delay in responding to requests are reported to the Committee.

To deliver the PAS, the Trust also requires a new data warehouse to ensure ongoing reporting and availability of data. A project to deliver this is running in parallel. The need for a Trust strategy for data and business intelligence was noted.

The Committee took assurance from the work achieved, the current focus on the PAS and Maternity and Neonatal EPR but was aware that other activities were de-prioritised. The need for on-going development and to continually optimise IT deployments post project phase was highlighted.

The Committee highlighted risks relating to EPR delivery and the need for a data and business intelligence strategy to the Trust Board for information.

4.2 Patient Administration System Replacement – status update *(in mitigation of BAF risk 08 'IT infrastructure unfit for the future')*

The Committee noted that following a gateway review on 28th June, the timeline for deployment of the new Patient Administration System (PAS) will be Spring 2025. This will ensure that the new product is ready to implement, ensures sufficient time for critical organisational readiness activities including testing, training and the relevant NHS England assurance process.

A final review of requests for change to the software is in progress and will determine priorities to be delivered by mid-September. Milestone 4 would determine if the product was ready and from there, timescales for testing and training will lead to a go-live date before 31 March 2025.

There was a need, at the point of go-live, to progress any outstanding requests to ensure incremental improvement and support continued staff engagement. Clinical, operational and IMT capacity will be required to ensure the PAS was optimised.

The Committee highlighted the agreed timeline for replacing PAS to the Trust Board for information.

4.3 Interim Reconfiguration Project Post Project Evaluation Report – updated 2024

The Committee received an updated post project evaluation of the interim reconfiguration of Intensive Care Units (ICU). The project had started in 2018 to address the risks relating to staffing Intensive Care Units over three sites. The objective was to move those services which required in ICU off the Leicester General Hospital site and downgrade its ICU to a High Dependency Unit (HDU). As the project progressed the scope was expanded and was further complicated by the lack of medical beds to enable wards to be decanted. The project involved moving 19 clinical services over a three-month period and was completed in summer 2022.

The Project was an interim reconfiguration as part of the wider Our Future Hospital Programme which was consulted on in 2021. A workstream had been established to review the operational and clinical sustainability of the Leicester General Hospital to support care for low acuity cases.

The Committee noted the successful implementation of the project, the positive benefits and residual risks.

The Committee highlighted the work needed to review the use of the LGH site to the Trust Board for information.

4.4 Our Future Hospitals Programme Director/ SRO Update

Live Projects

Work is on track for the East Midlands Planned Care Centre (EMPCC) to open on 9 December 2024. The risks for the project were noted and alternative plans are being drawn up for IT deployment as the replacement PAS has been delayed. The Target Operating Model will be presented to the next meeting and implemented incrementally as IT development allowed.

The £1.4m cost pressure for the Endoscopy Unit has been resolved. NHSE agreed to fund £958k with the remaining amount met from the 2025/26 capital plan. Construction will recommence with a July 2025 completion date enabling the Unit to go-live in August 2025. The Target Operating Model will be developed.

The LRI Enabling Business Case approved by NHP and awaits approval from NHSE's Joint Investment Committee in September 2024.

There is a potential overspend with respect to the capital works for the Leicester Diabetes Centre which presents a material risk. A process of value engineering has commenced. There will be liaison with the University of Leicester. The position will be reported to the next meeting.

4.5 EMPCC Travel and Parking review – update

Noting that EMPCC will create demand for additional car parking spaces, the Committee noted the mitigations in place and the potential for additional spaces in the medium and longer term.

4.6 Board Assurance Framework

The Committee considered Risk 8 - 'IT infrastructure unfit for the future' which had a risk score of 20. It was questioned whether, in view of the planned delay to the replacement of the PAS, the risk score should be reduced. It was agreed to review this with the Lead Executive and revisit at the next meeting.

Date of next meeting – 21 August 2024