

Trust Board paper M2

**UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST**

**REPORT BY TRUST BOARD COMMITTEE TO TRUST BOARD**

**DATE OF TRUST BOARD MEETING: 12 April 2018**

**COMMITTEE: People, Process and Performance Committee**

**CHAIR: Mr A Johnson, PPPC Chair**

**DATE OF COMMITTEE MEETING: 22 February 2018**

**RECOMMENDATIONS MADE BY THE COMMITTEE FOR CONSIDERATION BY THE PUBLIC TRUST BOARD:**

- None

**OTHER KEY ISSUES IDENTIFIED BY THE COMMITTEE FOR CONSIDERATION/ RESOLUTION BY THE PUBLIC TRUST BOARD:**

- Minute 05/18/2 – UHL Winter Plan Review

**DATE OF NEXT COMMITTEE MEETING: 22 March 2018**

**Mr A Johnson, Non-Executive Director and PPPC Chair**

**UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST**  
**MINUTES OF THE PEOPLE, PROCESS AND PERFORMANCE COMMITTEE HELD ON**  
**THURSDAY 22 FEBRUARY 2018 AT 11.15AM TO 1.45PM IN THE BOARD ROOM,**  
**VICTORIA BUILDING, LEICESTER ROYAL INFIRMARY**

**Present:**

Mr A Johnson - Non-Executive Director (Chair)  
Mr J Adler - Chief Executive  
Ms V Bailey – Non-Executive Director  
Prof. P Baker - Non-Executive Director  
Col. (Ret'd) I Crowe - Non-Executive Director  
Ms E Doyle - Interim Chief Operating Officer  
Mr B Patel - Non-Executive Director  
Mr K Singh - Chairman (ex-officio member)  
Ms J Smith – Chief Nurse  
Ms S Tate - Patient Partner (non-voting member)  
Ms L Tibbert - Director of Workforce and Organisational Development  
Mr M Traynor - Non-Executive Director  
Mr P Traynor – Chief Financial Officer

**In Attendance:**

Mrs G Belton – Corporate and Committee Services Officer  
Mr C Benham – Director of Operational Finance (until Minute reference 13/18)  
Mr M Caple - Patient Partner (non-voting member) (from Minute reference 13/18)  
Ms B Kotecha – Deputy Director of Learning and Organisational Development (until Minute reference 13/18)  
Ms S Leak - Director of Operational Improvement (until Minute reference 13/18)  
Ms S Hotson - Director of Clinical Quality (from Minute reference 13/18)  
Mr W Monaghan - Director of Performance and Information  
Ms C Ribbins - Deputy Chief Nurse  
Mr B Shaw – Director of Efficiency and CIP (until Minute reference 13/18)  
Ms J Tyler-Fantom - Deputy Director of Human Resources (until Minute reference 13/18)  
Mr M Wightman – Director of Strategy and Communications

**RECOMMENDED ITEMS**

**01/18            REPORT FROM THE DIRECTOR OF WORKFORCE AND ORGANISATIONAL DEVELOPMENT**

**Recommended – that this Minute be classed as confidential and taken in private accordingly.**

**RESOLVED ITEMS**

**02/18            APOLOGIES FOR ABSENCE**

Apologies for absence were received from Mr A Furlong, Medical Director and Mr R Moore, Non-Executive Director.

**03/18            MINUTES**

Paper A detailed the Minutes from the 25 January 2018 People, Process and Performance Committee meeting.

**Resolved – that the Minutes of the previous meeting (paper A) be confirmed as a correct record.**

**04/18 MATTERS ARISING**

Paper B detailed the actions from the previous meetings of the People, Process and Performance Committee. Updates provided at the previous meeting had been incorporated into the Matters Arising log.

**Resolved – that the contents of paper B be received and noted.**

**04/18/1 Verbal Report from the Chief Executive**

**Resolved – that this Minute be classed as confidential and taken in private accordingly.**

**05/18 PERFORMANCE**

**05/18/1 Improving Emergency Access and Organisation of Care 2017-18**

Paper C, as presented by the Interim Chief Operating Officer, provided an update on performance against the NHSI trajectory for emergency care, which remained below NHSI trajectory and acceptable levels, resulting in a poor experience for patients and failure to achieve a key national performance standard. The report provided an update on the actions to improve the current position and the progress of the Organisation of Care Programme (OCP) to achieve the objective of balancing demand and capacity for 2017/18.

Specific discussion took place regarding:-

- (i) worsening delays in relation to ambulance handover times. The Chief Executive noted the intention to review processes in place at Nottingham University Hospitals NHS Trust to determine any further actions UHL could put in place to improve performance, particularly in respect of ambulance handover times;
- (ii) deterioration in relation to non-admitted breaches;
- (iii) nurse staffing levels on wards with a planned intervention to utilise non-clinical staff from other areas within the Trust to support ward staff in administrative-based tasks. Acknowledgement was made of the adverse effect on staff morale and well-being due to the continuing very high demand and consequent pressures;
- (iv) the importance of planning ahead early for Winter 2018/19, involving community colleagues as appropriate – it was agreed that the Chief Executive would raise the issue of potential health community-wide initiatives (e.g. applying cross-system standards throughout the health community) through the A & E Delivery Board;
- (v) ensuring messages relating to current high demand within ED were communicated throughout the whole organisation to facilitate a trust-wide response;
- (vi) the medical step-down facility developed by the Trust, which had been utilised thus far to assist in managing the pressures relating to the need to accommodate the increased numbers of medical patients, rather than the purpose for which it had been developed, and

**CEO**

**CEO**

**ICOO/DDC**

- (vii) the need to fully understand all aspects of patient flow and focus direct attention on the parts of the process that could be positively influenced.

In conclusion, the People, Process and Performance Committee could not assure the Trust Board of the Trust's ability to achieve its current Emergency Care targets, however it acknowledged the actions being implemented to address the position. It was agreed that the Interim Chief Operating Officer would provide a further update on progress at the next PPP meeting.

ICOO/DOI

**Resolved – that (A) the contents of the report be received and noted,**

**(B) the Chief Executive / Interim Chief Operating Officer be requested to visit / consult with Nottingham University Hospital NHS Trust to determine any additional actions that could be implemented at UHL to improve performance, particularly in respect of ambulance handover processes;**

CE/ICCO

**(C) (in preparation for Winter 2018/19), the Chief Executive to raise the issue of potential health community-wide initiatives (e.g. applying cross-system standards throughout the health community) with community colleagues through the A&E Delivery Board;**

CEO

**(D) the Interim Chief Operating Officer and Deputy Director of Communications be requested to ensure that messages relating to the current high demand within ED were communicated throughout the whole organisation to facilitate trust-wide awareness and a more co-ordinated response, and**

ICOO/DDC

**(E) the Interim Chief Operating Officer / Director of Operational Improvement be requested to provide a further update on progress regarding emergency performance at the next meeting of the People, Process and Performance Committee.**

ICOO / DOI

05/18/2

**UHL Winter Plan Review**

Paper D, as presented by the Interim Chief Operating Officer, detailed a review of last year's winter planning process and highlighted areas for improvement in forthcoming years. Specific discussion took place regarding the efficiencies required to close the bed capacity gap, acknowledging the continuing strain placed on staff and the potential consequent effects of this. There was acknowledgement of the need to increase permanent staffing numbers on wards making the Trust less susceptible to times of reduced bank staff provision (e.g. at half terms etc.) and particular emphasis was placed on the need to plan early and in conjunction with partners within the wider health community, with enhanced governance processes in place.

In conclusion, it was agreed that the Chief Executive would refer to the Winter Plan within his report to the next Trust Board meeting on 1 March 2018 and that the first iteration of the Winter Plan for 2018/19 would be submitted to the March PPPC meeting for comment.

CEO

ICOO / DOI

**Resolved – that (A) the contents of this report be received and noted,**

**(B) the Chief Executive be requested to include reference to the Winter Plan within his report to the Trust Board on 1 March 2018, and**

CEO

**(C) in light of the importance of early and timely planning, the first draft of the Winter Plan be submitted to the March 2018 PPPC meeting for comment.**

ICOO / DOI

**06/18 PROCESS**

06/18/1 Report from the Chief Executive

**Resolved – that this Minute be classed as confidential and taken in private accordingly.**

06/18/2 Report from the Director of Performance and Information

**Resolved – that this Minute be classed as confidential and taken in private accordingly.**

06/18/3 2018/19 EPR Plan B

Paper G, as presented by the Chief Executive on behalf of the Chief Information Officer, detailed the Trust's 'Plan B' solution to progressing a paperless hospital. The Committee was requested to discuss the plan for 2018/19 and the impact of the lack of external funding. The Committee welcomed the clarity provided in the report and expressed assurance with the contents of the paper.

In discussion, the Quality and Outcomes Committee Chair noted particular matters in relation to the wider governance processes and project structure concerning the "Paperless Hospital 2020" initiative which he had previously raised with the Medical Director, who had undertaken to review these. It was agreed that information relating to the contents of this report would be included in the Chief Executive's report to the Trust Board on 1 March 2018.

**Resolved – that (A) the contents of this report be received and noted, and**

**(B) information relating to the contents of this report be included in the Chief Executive's report to the Trust Board on 1 March 2018.**

CEO

**07/18 PEOPLE**

07/18/1 National Workforce Development Strategy

Paper I, as presented by the Director of Workforce and Organisational Development, detailed the current version of the Trust's intended response to the consultation on the Draft Health and Care Workforce Strategy for England 2027. The Director of Workforce and Organisational Development noted that further additions were required to the Trust's draft response following discussions held recently with LPT. The Committee noted the contents of this report as currently drafted, acknowledging that the Director of Workforce and Organisational Development would ensure submission of the Trust's response by the required deadline, ensuring that Committee members received a copy of the final response. The Committee took the view that an effective national workforce strategy, together with the ability to enact it, was vital and needed to be urgently addressed.

**Resolved – that (A) the contents of this report be received and noted, and**

**(B) the Director of Workforce and Organisational Development be requested to submit the Trust's updated response (incorporating additions now required following discussion with LPT) by the required deadline (23 March 2018) ensuring that PPPC members received a copy of the final response for information.**

DWOD

07/18/2 Workforce and Organisational Development Plan Update

Paper J, as presented by the Director of Workforce and Organisational Development, detailed key workforce datasets for Month 10 covering pay bill, worked Whole Time Equivalent (WTE) and productivity performance with a particular focus on medical reporting, agency and non-contracted bill performance, vacancies and turnover, recruitment performance and actions, sickness, appraisal and staff engagement and organisational development. Assurances were provided within the report, including any actions to improve the current position. The Committee received and noted the contents of this report, specifically noting the key KPIs and assurances in place including those which formed part of the well led and safe CQC domains.

**Resolved – that the contents of this report be received and noted.**

**08/18 MINUTES FOR INFORMATION**

08/18/1 Executive Performance Board

**Resolved – that the action notes of the meeting of the Executive Performance Board held on 23 January 2018 (paper K refers) be received and noted.**

08/18/2 Executive Workforce Board

**Resolved – that no further Executive Workforce Board meetings had been held since the 17 October 2017, the Minutes of which were presented to the People, Process and Performance Committee on 26 October 2017.**

**09/18 PEOPLE, PROCESS AND PERFORMANCE COMMITTEE WORK PLAN**

Paper L detailed the updated annual work plan for the committee.

**Resolved – that the report be received and noted.**

**10/18 ANY OTHER BUSINESS**

**Resolved – that there were no additional items of business.**

**11/18 IDENTIFICATION OF ANY KEY ISSUES FOR THE ATTENTION OF THE TRUST BOARD**

**Resolved – that a summary of the business considered at this meeting be presented to the Trust Board meeting on 1 March 2018, with one item recommended for approval by the Trust Board (Private Minute 01/18 refers) and two items noted as needing to be brought to the attention of the Trust Board (Minutes 05/18/2 and 06/18/3 above refer).**

Cttee  
Chair

**12/18 DATE OF THE NEXT MEETING**

**Resolved – that the next meeting of the People, Process and Performance Committee be held on Thursday 22 March 2018 from 11.15am in the Board Room, Victoria Building, Leicester Royal Infirmary.**

Post Meeting Note:- due to the need to schedule an additional public Trust Board meeting on 22 March 2018, it was subsequently agreed that the next meeting of the People, Process and Performance Committee would be held on Thursday 22 March 2018 from 11am in the Board Room, Victoria Building, LRI.

**13/18 JOINT SESSION WITH MEMBERS OF QOC IN ATTENDANCE**

**13/18/1 Quality and Performance Report Month 10**

Joint Paper 1, as presented by the Director of Performance and Information, detailed the quality and performance metrics as at month 10. Particular discussion took place relating to the data on page 11 of the report (Domain – Responsive Cancer), with the 2 week wait performance target having been met (Year To-Date), but not the 31 day wait (YTD) or the 62 day wait (YTD) due to emergency pressures.

Specific discussion took place regarding actions implemented for patients whose treatment had necessitated cancellation due to emergency pressures and the intention to seek the view of those patients as to what additional measures / action the Trust could take to further assist patients whose treatment required cancellation.

Particular discussion also took place regarding data relating to out-patients, specifically the plan to switch off the paper-based system of GP referrals from 9 April 2018, with a 4 week feedback system in place to assist any GP practices continuing to send paper-based referrals after this deadline. The Committee also considered the issue of the timeliness of the production of letters to GPs from the Trust and potential means of improving this.

Also discussed was the definition of ‘stranded’ patients as determined at national level and, at the Committee’s request, the Director of Performance and Information undertook to request that the Director of Operational Improvement produced a report for consideration in the next Joint Session of QOC and PPC on 22 March 2018 which detailed the numbers of such patients within UHL and any observable trends.

**DPI / DOI**

**Resolved – that (A) the contents of joint paper 1 be received and noted, and**

**(B) the Director of Performance and Information be requested to ask that the Director of Operational Improvement produce a report, for scheduling in the Joint PPC / QOC session on 22 March 2018, detailing the number of ‘stranded’ patients within UHL, any observable trends in relation to such patients and plans to progressively reduce the number of stranded patients.**

**DPI/DOI**

The meeting closed at 1.03pm.

Gill Belton  
**Corporate and Committee Services Officer**

**Cumulative Record of Members' Attendance (2017-18 to date):**

*Voting Members*

<i>Name</i>	<i>Possible</i>	<i>Actual</i>	<i>% attendance</i>	<i>Name</i>	<i>Possible</i>	<i>Actual</i>	<i>% attendance</i>
<i>A Johnson (Chair)</i>	6	6	100	<i>R Moore</i>	6	1	17
<i>J Adler</i>	6	6	100	<i>B Patel</i>	6	6	100
<i>V Bailey</i>	1	1	100	<i>K Singh (ex-officio)</i>	6	6	100
<i>P Baker</i>	6	3	50	<i>J Smith</i>	6	4	67
<i>I Crowe</i>	6	6	100	<i>L Tibbert</i>	6	6	100
<i>E Doyle</i>	2	2	100	<i>M Traynor</i>	6	6	100
<i>A Furlong</i>	6	4	67	<i>P Traynor</i>	6	5	83
<i>T Lynch (until Dec 2017)</i>	4	3	75				

*Non-Voting Members*

<i>Name</i>	<i>Possible</i>	<i>Actual</i>	<i>% attendance</i>	<i>Name</i>	<i>Possible</i>	<i>Actual</i>	<i>% attendance</i>
<i>S Barton (until Dec 2017)</i>	3	2	66	<i>W Monaghan</i>	6	5	83
<i>C Benham</i>	6	5	83	<i>B Shaw</i>	6	3	50
<i>L Gallagher</i>	6	0	0	<i>S Tate (from Dec 2017)</i>	3	3	100
<i>M Gordon (until Nov 2017)</i>	3	3	100	<i>J Tyler-Fantom</i>	6	4	67
<i>B Kotecha</i>	6	3	50				