

Cover report to the Trust Board meeting to be held on 9 June 2022

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Report Title:	Reconfiguration and Transformation Committee (RTC) – Chair’s Report
Author:	Ms H Stokes – Corporate and Committee Services Manager

Reporting Committee:	Reconfiguration and Transformation Committee (RTC)
Chaired by:	Dr A Haynes – Non- Executive Director
Lead Executive Director(s):	Mr R Mitchell, Chief Executive
Date of meeting:	26 May 2022

Summary of key public matters considered:

This report provides a summary of the following key public issues considered at the Reconfiguration and Transformation Committee virtual meeting held on 26 May 2022: - *(involving Dr A Haynes RTC Non-Executive Director Chair; Mr S Barton Deputy Chief Executive (designate); Mr A Carruthers Chief Information Officer; Ms B Cassidy Director of Corporate and Legal Affairs; Ms G Collins-Punter Associate Non-Executive Director; Miss M Durbridge Director of Quality Transformation and Efficiency Improvement; Mr J Jameson Deputy Medical Director; Ms H Mather CCGs; Mr J Melbourne Chief Operating Officer; Mr B Patel Non-Executive Director; Mr S Pizzey Head of Strategy and Planning; Prof T Robinson Non-Executive Director; Mr J Shuter Director of Operational Finance; Ms S Taylor Assistant Director of Operations (Planned Care); Ms N Topham Reconfiguration Programme Director; Mr M Williams Non-Executive Director, and Mr J Worrall Associate Non-Executive Director.* Full Minutes will be submitted to the July 2022 RTC.

Discussion items

- **Reconfiguration Programme Director update** – the Reconfiguration Programme Director briefed RTC on the finding position for the 2022/23 financial year, and on the latest national discussions regarding the development of the reconfiguration programme. In light of the reduced capital allocation received by UHL for its reconfiguration programme (as a cohort 3 scheme), the Trust had temporarily paused all design work on the LRI newbuild, and reconfiguration team staff were now focusing on ensuring that the Trust’s reconfiguration plans were as robust as possible and progressing engagement with the New Hospitals Programme’s ‘Hospital 1.0’ work. The team also continued to work on the enabling outline business case. The RTC Non-Executive Director Chair noted the need to consider how the reconfiguration programme aligned to Research and Innovation requirements, and how the Committee might be provided with future assurance on that point. UHL’s incoming Deputy Chief Executive commented on the benefits of developing a roadmap for 2022/23, setting out what would be progressed for this financial year.
- **Transformation update** – the Director of Quality Transformation Efficiency and Improvement presented an overview of the UHL transformation programme, noting its 3 key components of the transformation ‘house’ [i] efficiency; [ii] quality improvement, and [iii] transformation both internally to UHL and System-wide. RTC views were sought on whether the approach to the programme was correct, if the transformation work programme addressed the right issues, and if the pace of transformation was satisfactory. Ms G Collins-Punter Associate Non-Executive Director sought assurance that an appropriate roadmap was in place for the e-hospital programme – the Chief Information Officer confirmed that this was the case and noted the need to optimise the available digital resources and staffing capacity. The Head of Strategy and Planning also commented on the need to understand how the Trust’s digital strategy would impact on its wider workforce, and plan appropriately. It was suggested that in future, more time should be devoted at RTC to discussion on the e-hospital project, particularly noting the clinical interface aspects. A Trust Board workshop on 23.6.22 was also being dedicated to digital strategy issues.

The RTC Non-Executive Director Chair considered that there was more work to do on developing detailed operating models for the building blocks within the transformation ‘house’, and RTC members noted that transformation was not wholly contingent on reconfiguration. The Chief Operating Officer commented on the need for detailed Executive level understanding and wider communication of the improvement methodology

being used, and agreement on the core organisational priorities. The Interim Director of Estates and Facilities advised RTC of the need to understand the capital requirements of reconfiguration and transformation, and he emphasised the key enabling role of Estates – this was an issue to be discussed further once the incoming Deputy Chief Executive started in post.

RTC welcomed the presentation on the transformation programme, and reiterated the need to view it in the context of UHL's overarching organisational strategy, which was currently being refreshed. The RTC Non-Executive Director Chair noted the need to understand the short-term 'anchor points' within the transformation programme and to be clear on how that progress was tracked.

- **Future meetings** – the RTC Non-Executive Director Chair reminded members of the original focus points for the Committee – although those still applied he suggested contacting cohort 1 Trusts to share their learning on developing a reconfiguration assurance framework and reporting assurance to the Trust Board. It was also vital to review how reconfiguration aligned to the new BAF – the Director of Corporate and Legal Affairs confirmed that she would be discussing this in June 2022 with the incoming Deputy Chief Executive, and she advised RTC that she was also reviewing the reconfiguration programme governance structure with the Reconfiguration Programme Director. Reconfiguration was also represented on the membership and remit of the recently-established UHL Risk Committee. In further discussion, RTC members queried where health inequalities work was reported. As a final point, the RTC Non-Executive Director Chair suggested that RTC move to meet on a quarterly rather than bi-monthly basis for the remainder of 2022/23.

Matters requiring Trust Board consideration and/or approval:

Recommendations for approval:

- None

Items highlighted to the Trust Board for information:

- The transformation programme discussion, including the need for clarity on UHL's organisational strategy and priorities and how an overview of transformation progress was appropriately reported back through RTC.
- The need for appropriate alignment to Trust risk management processes and assurance reporting mechanisms.

Matters referred to other Committees:

None.

Date of next meeting:

28 July 2022