

UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST**MINUTES OF THE RECONFIGURATION AND TRANSFORMATION COMMITTEE (RTC)
MEETING HELD ON WEDNESDAY 18 OCTOBER 2023 AT 1.00 pm,
VIRTUAL MEETING VIA MICROSOFT TEAMS****Voting Present:**

Dr A Haynes MBE - RTC Non-Executive Director Chair
 Mr B Patel - Non-Executive Director
 Mr W Williams - Non-Executive Director
 Mr J Worrall - Non-Executive Director

Non-Voting Members present:

Mr S Barton - Deputy Chief Executive
 Ms R Briggs - Associate Director of Operations (Projects)
 Ms B Cassidy - Director of Corporate and Legal Affairs
 Ms G Collins-Punter - Associate Non-Executive Director
 Mr A Furlong - Medical Director
 Ms L Hooper - Chief Financial Officer
 Ms S Prema - ICB Executive Director of Strategy and Planning
 Mr M Simpson - Director of Estates, Facilities and Sustainability
 Mr B Teasdale - Reconfiguration Clinical Lead
 Ms N Topham - Reconfiguration Programme Director

In Attendance:

Mr R Manton - Head of Risk Assurance
 Ms A Moss - Corporate and Committee Services Officer

RECOMMENDED ITEMS**ACTION****38/23 Reconfiguration and Transformation (RTC) TERMS OF REFERENCE**

The Director of Corporate and Legal Affairs presented the revised draft terms of reference for RTC. They had been amended to include oversight of transformation and reflect changes in membership.

It was agreed that the Chief People Officer be a member, the Director of Communication and Engagement be invited to attend, and the Deputy Chief Executive and Chief information Officer (or their deputies) count towards the quoracy.

It was noted that the workplan referenced deep dives for each meeting. It was clarified that they would be undertaken as and when appropriate and could report to any meeting. It was not the expectation to undertake a deep dive at each meeting.

It was agreed that, initially, reports on operational transformation would be made to RTC and Operations and Performance Committee, with the latter reviewing the impact on performance.

The Director of Corporate and Legal Affairs would circulate a final draft to the Chair before submission to the Trust Board

Resolved – that, subject to the changes above, the terms of reference be recommended to the Trust Board for approval.

**RTC NED
CHAIR**

RESOLVED ITEMS**39/23 WELCOME AND APOLOGIES**

Apologies for absence were received from Mr J Melbourne Chief Operating Officer, and Mr A Carruthers, Chief Information Officer.

40/23 QUORACY

The RTC Non-Executive Director Chair noted that the meeting was quorate.

41/23 DECLARATIONS OF INTERESTS

There were no declarations of interest.

42/23 MINUTES

Resolved – that the Minutes of the Reconfiguration and Transformation Committee held on 20 September 2023 be confirmed as a correct record.

43/24 MATTERS ARISING

Paper B detailed the position of any outstanding actions from previous RTC meetings.

Resolved – that any updates now provided be reflected in the next iteration of the RTC action log.

**CCSO
NAMED
LEADS**

44/23 KEY ISSUES FOR DISCUSSION

44/23/1 Report from the Reconfiguration Programme Director

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

44/23/3 Transformation Programme & Quality Improvement Development

The Deputy Chief Executive outlined the progress of the Transformation Programme to support the delivery of the Trust's Strategy, 'Leading in Healthcare, trusted in communities' (paper D refers).

The report noted the establishment of NHS IMPACT to promote continuous improvement throughout the NHS. It was asking all systems to adopt an approach to deliver its goals.

The Deputy Chief Executive outlined the Trust's Transformation Programme noting the three strands and Senior Responsible Officers (with support from clinical leads) as: Operational Processes & Quality (Chief Operating Officer supported by the Medical Director and Chief Nurse); Digital & Technology (Chief Information Officer) and New Hospitals & Reconfiguration (Deputy Chief Executive). Two-year plans would be developed setting out priorities and benefits of the schemes. The interdependency between the three workstreams would be key. Reports would be made to the Financial Sustainability Group, and it was anticipated that this would morph into a Transformation Board. Reconfiguration and Transformation Committee would receive high level reports on progress with the ability to request deep dives as required.

Mr M Williams, Non-Executive Director, asked about the interdependencies and whether the digital opportunities would lead to changes in operational processes or the other way round. He also asked whether the increased collaboration with Northampton and Kettering hospitals impacted on the Programme. The Deputy Chief Executive considered that digital solutions often provided opportunities for change; equally the need to revise working practices required IT solutions. The impact of greater collaboration was not yet clear.

The Chief Financial Officer highlighted the need to ensure financial sustainability and reflect that within the Programme.

The plan, with respect to Quality Improvements, had been to partner with a consultancy firm. However national funding had not been forthcoming. A business case would be submitted as part of the Trust's own planning process for investment. However, there was the need to demonstrate the expected return on investment. The current focus was on the capability and development of the Quality Improvement Team members. The Executive Directors would receive training, and this would be delivered to the 300 or so leaders in the organisation over time. The QI methodology would be used to drive change.

The Committee, in noting the report, highlighted the need to resource the Transformation Programme to support the ambition of Our Future Hospitals whilst also creating a longer term quality improvement culture.

Resolved – that the report be received and noted.

45/23 CONSIDERATION OF BAF RISKS WITHIN THE REMIT OF RTC

Board Assurance Framework

The Head of Risk Assurance presented the report on the BAF risk within the Committee’s terms of reference: no.08 – Cause: IT Infrastructure unfit for the future; Event: Unable to provide safe, high quality, modern healthcare services (paper F refers). The updates relating to recruitment and external governance review were noted.

Resolved – that the report be received and noted.

46/23 ANY OTHER BUSINESS

There were no items of any other business.

47/23 IDENTIFICATION OF ANY KEY ISSUES FOR THE ATTENTION OF THE TRUST BOARD

Resolved – that no items be escalated to the Trust Board.

48/23 DATE OF THE NEXT MEETING

Resolved – that the next meeting of the Reconfiguration and Transformation Committee be held on Wednesday 22 November 2023 from 1.00 pm (to be held virtually via MS Teams).

The meeting closed at 2.10 pm.

Alison Moss – Corporate and Committee Services Officer

Cumulative Record of Members’ Attendance (2023-24 to date):

Present

Name	Possible	Actual	% attendance	Name	Possible	Actual	% attendance
A Haynes (Chair)	4	3	75	B Patel	4	4	100
S Barton	4	4	100	T Robinson	4	0	0
G Collins-Punter	4	2	50	M Williams	4	2	50
A Furlong	4	3	75	J Worrall	4	2	50
L Hooper	4	3	75				

In attendance

Name	Possible	Actual	% attendance	Name	Possible	Actual	% attendance
A Carruthers	4	3	75	M Simpson	4	2	50
J Hammond/S Chaudry	4	2	50	N Topham	4	4	100
H Kotecha	4	0	0	R Vyas	4	1	25
J Jameson/B Teasdale	4	4	100	H Mather	4	2	50
S Prema	4	3	75				