

UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST

MINUTES OF THE OPERATIONS AND PERFORMANCE COMMITTEE (OPC)
MEETING HELD ON WEDNESDAY 26 APRIL 2023 AT 9.00 AM, VIRTUAL MEETING VIA
MICROSOFT TEAMS

Present:

Mr M Williams - OPC Chair, Non-Executive Director
Dr A Haynes - Non- Executive Director
Mr B Patel - Non-Executive Director

In Attendance:

Dr R Abeyratne – Director of Health Equalities and Inclusion
Mr M Archer - Interim Associate Director of Operations – Cancer
Ms G Collins-Punter - Associate Non- Executive Director
Ms B Cassidy- Director of Corporate and Legal Affairs
Ms S Favier - Deputy Chief Operating Officer
Mr A Furlong – Medical Director
Ms H Hendley - LLR Director of Planned Care
Ms L Hooper - Chief Finance Officer (observing)
Mr R Manton - Head of Risk Assurance
Mr R Mitchell -Chief Executive Officer
Mr J Melbourne - Chief Operating Officer
Ms N Patel – Corporate and Committee Services Officer
Dr L Walker - Clinical Director of ESM
Mr J Worrall - Associate Non-Executive Director

RECOMMENDED ITEMS

23/23 Terms of Reference

The Director of Corporate and Legal Affairs provided an update on the OPC Terms of Reference and Workplan. She mentioned the documents had amendments from the previous version as per discussion with the Chair and was established as a standing committee. She highlighted to the Committee the amendments made to the membership and the quoracy. The Committee suggested amendments to the document to which the Director of Corporate and Legal Affairs agreed.

Recommended – that the Terms of Reference for the Operations and Performance Committee be recommended for approval to the trust Board.

RESOLVED ITEMS

24/23 **WELCOME AND APOLOGIES**

Apologies for absence were received from and Ms M Smith, Director of Communication and Engagement. Ms S Taylor, Deputy Chief Operating Officer. The OPC Non-Executive Director Chair noted that the Chief Finance Officer would attend OPC in an observant capacity.

25/23 **CONFIRMATION OF QUORACY**

The meeting was quorate.

26/23 **DECLARATIONS OF INTERESTS**

Resolved – that Operations and Performance Committee formally noted Mr J Worrall, Associate Non-Executive Director, had been appointed as Chair of TrustMed Pharmacy (TGH) Ltd.

27/23 MINUTES

Resolved – that the Minutes of the meeting of Operations and Performance Committee held on 22 February 2023 (paper A refers) be confirmed as a correct record.

28/23 MATTERS ARISING

Resolved – that the Operations and Performance Committee matters arising log (paper B refers) be received and noted.

29/23 KEY ISSUES FOR ASSURANCE

29/23/1 Briefing for Urgent and Emergency Care

The Committee received a summary on UHL performance which provided update on assurance and actions taken in relation to Urgent and Emergency Care which related to the BAF risk 2. The Chief Operating Officer highlighted that although non elective length of stay had increased over recent years, it remained significantly better than the peer and National position - around 1.2 days better than national for emergency activity. The Chief Operating Officer mentioned the success of the Escalation Unit at the Leicester Royal Infirmary – a key contributor in bringing down ambulance handover delays.

The Chief Operating Officer stressed that the underlying challenges in the UEC pathway remained, and the published UEC plan for 23/24 was focussed on addressing these capacity and process challenges across the system.

The Committee started the conversation around the exit block and the controls in place for discharges. The Chief Operating Officer proposed to bring a productivity review at July's Committee meeting. Mr B Patel, Non-Executive Director, noted the Clinical Management Groups' length of stay feedback and how it is actioned to which Chief Operating Officer assured the Committee that actions picked up through Performance Review Meetings.

The Committee was assured on the actions that had taken place to improve patient flow for patients on urgent and emergency care pathways. The OPC Non-Executive Director Chair noted the UEC position and looked forward to improvement projects set out within the UEC action plan.

Resolved – that a productivity review to be presented at July's Meeting.

COO

29/23/2 Cancer Quality and Performance Report

Mr M Archer, Associate Director of Operations – Cancer provided detail on the latest cancer finalised position for February 2023 and the forecasted position for March 2023 and perspective performance for April 2023. Dr L Walker, Clinical Director of ESM, joined the Committee to present a deep-dive report on Skin.

Mr M Archer noted that the industrial action had had a negative impact on cancer performance metrics which were expected to have an impact into May. He also highlighted a few key achievements such as in February 2023 it saw improvements nationally of the 14-day Breast Symptomatic and the reduced 104-day and 62-day backlog measures. Whilst there was a reduced overall waiting list, there was sustained improvements within urology and colorectal. The Trust remained committed to collaborating with the Integrated Care System to improve its position by ensuring robust governance, patient pathways and capacity. Dr R Abeyratne, Director of Health Equalities and Inclusion mentioned around the inequalities within the colorectal data and if the Trust had future proofed the service to which Mr M Archer, Associate Director of Operations – Cancer highlighted that the feedback had been discussed at the bowel screening task and finish group. Dr A Haynes, Non-Executive Director, asked about the oncology recruitment and the impact on the service to which Mr M Archer, Associate Director of Operations – Cancer mentioned a formal update would be brought back to next month's report but assured the Committee the recruitment had been positive. The OPC Non-Executive Chair noted the detail on the 62-day performance and highlighted to bring further detail on the smaller breaches made by individual pathways.

The Committee acknowledged the continued challenges on the delivery of key cancer performance targets and noted the actions taken.

Resolved – that (A) to provide detailed information on the Oncology Department, particularly from the recent recruitment and (B) more detail on individual pathways on the 62-day performance in particular the areas with small numbers.

29/23/3 **Elective Care (RTT and DM01)**

Ms S Favier, Deputy Chief Operating Officer, assured the Committee on the latest RTT performance update which detailed the key actions being taken to recover the position. Despite significant challenges, progress was made to reduce the number of patients waiting the longest for definitive treatment. The Trust remained on track to achieve zero 78 week waits by July 2023 as per the submitted trajectory to NHS England. The OPC Non-Executive Chair noted whether the industrial action had impacted the numbers. Ms S Favier, Deputy Chief Operating Officer explained that is had, and we aimed to do some modelling to understand the impact further.

The Chief Executive Officer highlighted the good progress made and mentioned about productivity and how it is demonstrated within the trust. Mr J Worrall, Non-Executive Director, added reporting metrics for elective care and better use of resources that demonstrate value. The Director of Planned Care, LLR explained the first planned care partnership meeting and noted that productivity is one of the key interventions and would be part of future elective reports. The Chief Operating Officer noted the visit from the GIRFT team and had received a letter about the visit. He mentioned this is a key priority for the Trust within the next 12 months.

The Director of Planned Care LLR, provided a summary on the Elective Diagnostic Performance. She noted there had been an overall 15 % reduction within waiting lists by the end of March 2023. Mr J Melbourne, Chief Operating Officer noted the focus for the next year was to shift towards reducing the overall waiting time and clearing the backlog of diagnostic processes. She also briefed the Committee on the East Midlands Elective Centre Development with phase one commencing end of May.

OPC Non-Executive Chair noted the position on elective care and recognised the significant improvement that has been made across the piece. He added thanks to everyone involved and wish them well in achieving their future targets.

Resolved: that (A) the Committee suggested on specific metrics to be included within the scheduled quarter report, and (B) circulate the letter from the GIRFT

29/23/4 **West Midlands Senate Review of Cardio/Respiratory and Medicine Acute Services**

This Report had been deferred to next meeting.

30/23 ITEMS FOR NOTING

30/23/1 **Integrated Performance Report 12 2023/24**

Resolved – that the contents of the Integrated Performance Report M12 2022/23 (paper H refers) be received and noted.

31/23 CONSIDERATION OF BAF RISKS IN THE REMIT OF OPERATIONS AND PERFORMANCE COMMITTEE

The Committee reviewed strategic risk 2 on the BAF around failure to meet national standards for timely urgent and elective care which was aligned to the Committee and its work plan. The Committee noted the updates made in the month in red text and there are no matters of concern from the strategic risk or significant changes proposed to the content this month. There were no changes proposed to the score of this risk: Current rating is 20 (likelihood of almost certain x impact of major), Target rating is 9 and Tolerable rating is 15

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

32/23 ANY OTHER BUSINESS

There was no other business.

33/23 IDENTIFICATION OF ANY KEY ISSUES FOR THE ATTENTION OF OTHER COMMITTEES

Resolved – that there were no items to be highlighted for the attention of other Committees from this meeting of the OPC.

34/23 IDENTIFICATION OF ANY KEY ISSUES FOR THE ATTENTION OF THE TRUST BOARD

Resolved – that OPC Terms of Reference and Workplan be highlighted to the 11th May 2023 public Trust Board via the summary of this Committee meeting, for information.

35/23 DATE OF THE NEXT MEETING

Resolved – that the next meeting of the OPC be held on Wednesday 25 May 2023 at 10.00am (virtual meeting via MS Teams).

The meeting closed at 10.35am

Ninakshi Patel - Corporate and Committee Services Officer

**Cumulative Record of Members' Attendance (01.04.23- 31.03.24):
Voting Members**

Members							
Name	Possible	Actual	% attendance	Name	Possible	Actual	% attendance
M Williams (Chair)	1	1	100	R Mitchell	1	1	100
A Furlong	1	1	100	B Patel	1	1	100
A Haynes	1	1	100	G Collins-Punter	1	1	100
J Hogg	1	0	0	H Hendley	1	1	100
J McDonald	1	0	0	J Worrall	1	1	100
J Melbourne	1	1	100				