

UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST

MINUTES OF THE OPERATIONS AND PERFORMANCE COMMITTEE (OPC)
MEETING HELD ON WEDNESDAY 25 JANUARY 2023 AT 10.00AM, VIRTUAL MEETING VIA
MICROSOFT TEAMS

Present:

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

In Attendance:

Mr R Mitchell- Chief Executive Officer
Mr M Archer - Interim Associate Director of Operations – Cancer
Ms G Collins-Punter- Associate Non- Executive Director (non-voting)
Ms S Favier - Deputy Chief Operating Officer
Mr A Furlong – Medical Director
Mr A Haynes, Non- Executive Director
Ms H Hendley - LLR Director of Planned Care (ex officio)
Mr R Manton - Head of Risk Assurance
Dr R Marsh – Deputy Medical Director
Mr J Melbourne - Chief Operating Officer (non-voting)
Ms N Patel – Corporate and Committee Services Officer
Ms S Taylor - Deputy Chief Operating Officer
Mr J Worrall - Associate Non-Executive Director (non-voting)

RESOLVED ITEMS

112/23 WELCOME AND APOLOGIES

Apologies for absence were received from Ms L Hooper, Chief Finance Officer and Ms M Smith, Director of Communication and Engagement.

113/23 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.

114/23 MINUTES

Resolved – that the Minutes of the meeting of Operations and Performance Committee held on 26 October 2022 (paper A refers) be confirmed as a correct record.

115/23 MATTERS ARISING

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

116/23 KEY ISSUES FOR ASSURANCE

116/23/ Briefing for Urgent and Emergency Care

1

The OPC Committee received the recent report on UHL (University Hospitals Of Leicester NHS Trust) performance which provided update on assurance and actions taken in relation to Urgent and Emergency Care which relates to the BAF risk 2. Ms Sarah Taylor, Deputy Chief Operating Officer summarised the impact of performance, progress within the last month and key actions taken place relating to Urgent and Emergency Care. She highlighted to the OPC Committee key actions that occurred in December:

- ED Pre Transfer Hub which on track to open in January – 10 bed spaces
- The implementation of the clinical bed bureau expansion
- Opening of the escalation facilities which would reduce ambulance handovers
- The implementation of the boarding across all sites to support flow from ED.

It was noted to the OPC committee the ambulance handovers which shown a significant improvement. Mr Ballu Patel, Non-Executive director, thanked the team for their efforts during Christmas and New years and asked about the challenged workforce in terms of backfilling staff during breaks to which the Chief Operating Officer noted the workforce model to be discussed and brought back to OPC in February. The Chief Executive discussed the delayed in long elective waits, 62 days cancer waits but highlighted good news on the ambulance waits and he reinforced that the Trust to plan for future and working collaboratively with partners. Mr Jeff Worrall, Non-Executive Director, asked about the work produced for length of stay. It was noted that it will be added to the report in March.

The Chief Operating Officer updated on the potential offer from the national team of a more permanent escalation facility, and plans were being worked up at pace.

The OPC Non-Executive Chair noted the good news on ambulance handovers and look forward to the opening of the new escalation facility.

DCOO

Resolved – that the “length of stay” to be included in within March report.

116/23/ West Midlands Senate Review of Cardio/Respiratory and Medicine Acute Services

2

The OPC Committee received an update on the West Midlands Clinical Senate and review of Cardiology/Respiratory and Medicine acute front door services. It was highlighted to the committee the progress on the short-term plans completed and the long-term plans to address the issues raised and the recommendations provided by the west midland’s senate. Dr. Rachel Marsh, Deputy Medical Director, noted that the cardiorespiratory services are based at the Glenfield Hospital and noted planned improvements to enable patients to access care to meet their primary need. The senate review noted the culture between the two sites and came up with 10 recommendations which was discussed within the committee.

Dr. Rachel Marsh, Deputy Medical Director, highlighted to the committee the public senate review and meeting with CMGs and nursing teams offsite to give opportunity to have break out sessions and discuss challenges. The Medical Director added the good progress with the west midland’s

senate and the short-term actions to go through to help with winter pressures. Mr Ballu Patel, Non-Executive director mentioned what the vision of good culture looks like across the three sites to which the Chief Operating Officer noted that there is a workshop scheduled to provide clear actions on what is expected. The OPC Non-Executive Chair was assured on the report and recommended a further detailed report with action plan in March 2023

Resolved – that a detailed action plan to come back in March 2023.

DMD

Cancer Quality and Performance Report – December

116/23/
3

The OPC Committee was provided the latest update on cancer finalised position from November and forecasted position from December with noting the prospective performance from January 2023. The OPC committee was provided assurance on the next steps and actions taken to mitigate the continued challenges in the delivery of key cancer performance targets. Mr Matthew Archer, Associate Director of Operations – Cancer, noted the that the key achievements which were the reduced 62 day back log, improvements in 5 of the 10 nationally reported standards in November 2022. He also noted the dermatology move to St Peters had been successful and funding agreed for additional insourced biopsy support. It was noted that the Improvement Support Team (IST) provided a report of recommendations to bring a focused Q4 on additional demand and capacity tools to better understand component parts from prostrate and colorectal pathways. The Chief Executive added the report has positive progress and put more focus on working with the regional team with a clear strategy to work with the increased demand. It was noted risk remained particularly in urology and lower GI pathways.

The OPC non-executive Director noted the work behind reduced 62-day backlog and look forward to improvements in future meetings.

ADoO

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

116/23/
4

Elective Care (RTT and DM01)

The OPC committee was provided an update on further insight to the trust elective care recovery progress and highted areas of risk with summarising actions. Ms Siobhan Favier, Deputy Chief Operating Officer, noted the current 104 week waits and assured the committee that it is on track to deliver the forecast for January. It was added the patients who are on the waiting list at 104ww required complex procedures and work in on-going ensured long-awaited patients are reduced. The Chief Operating Officer assured the OPC committee that weekly CMG meetings are taken place to maximise productivity.

DCOO

The next update was the 78-week position that has reduced and reached the trajectory of 2765 and added that confident to reach the expected position at the end of March. It was highted the National Letter on Elective actions for the 78-week cohort on six key actions and planned actions are in place to complete the recommendations given. The Chief Executive noted to the OPC committee progress is positive and ensure we meet the target.

DoPC

Ms Helen Hendley, LLR Director of Planned Care, provided an update on the Elective Diagnostic Performance and currently the University Hospitals Of Leicester NHS Trust have the largest diagnostic waiting list and volume of patients waiting over 6 weeks and 13 weeks for the fifteen DM01 tests. There has been good progress made on securing capital to support strategic and recovery plan for diagnostics in Leicester Leicestershire and Rutland. The OPC Non-Executive Chair asked if there was a risk to delivery of the improvement trajectories. Ms Helen Hendley, LLR Director of Planned Care, confirmed there was a risk to delivery of the improvement trajectories and will confirm the actions in place.

The OPC committee received an update on the Elective Recovery Fund(ERF) which had seen a positive impact and was ranked 1st in July and 2nd in September. It was noted further national guidance is awaited on which ERF to be allocated in 23/24.

The Elective Project Hub has approved by Board at University Hospitals Of Leicester NHS Trust and phase 1 remained on track for May 2023 with fully Operational Elective Hub planned for October 2024 upon investment made by the committee last year.

The OPC Non-Executive Chair was assured on the report and noted the good improvements presented to the committee. Although it was noted the challenges remained substantial, the OPC committee was assured on the good progress on reduction to those patients waiting for definite treatment.

Resolved – that to provide detailed summary on the potential risks on the equipment not due to be replaced and the mitigations that are in place.

DoPC

117/23 ITEMS FOR NOTING

117/23/1 Integrated Performance Report 6 2022/23

Resolved – that the contents of the Integrated Performance Report M6 2022/23 (paper H refers) be received and noted.

118/23 CONSIDERATION OF BAF RISKS IN THE REMIT OF OPERATIONS AND PERFORMANCE COMMITTEE

118/23/ Board Assurance Framework

1

The OPC 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. There are no matters of concern from the strategic risk or significant changes proposed to the content this month. The committee noted the updates made in the month and the progress with internal control around transactional services.

HRA

The OPC committee was assured that there were no changes proposed to the scores of this risk: Current rating is 20 (likelihood of almost certain x impact of major), Target rating is 9 and Tolerable rating 15.

HRA

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

119/23 ANY OTHER BUSINESS

AOB

- The Chief Operating Officer noted although the challenges remain in all settings, he wanted to thank the team on delivering against the actions in particular the specificity that is shown within the reports.
- The OPC Non- Executive Director noted important points picked out today such as focused approach on urgent and emergency care, further report on update senate review in March 2023, challenged 62 days in cancer and 0 104ww by end of March 2023. He thanked the team for all the people involved in the performance today.

COO
OPC Chair

120/23 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.

121/23 IDENTIFICATION OF ANY KEY ISSUES FOR THE ATTENTION OF THE TRUST BOARD

Resolved – that no items be highlighted to the 7 February 2023 public Trust Board via the summary of this Committee meeting, for information:

122/23 DATE OF THE NEXT MEETING

Resolved – that the next meeting of the OPC be held on Wednesday 22 February 2022 at 10.00am (virtual meeting via MS Teams).

The meeting closed at 11.32 am

Ninakshi Patel - Corporate and Committee Services Officer

**Cumulative Record of Members' Attendance (2022-23 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>
M Williams (Chair)	9	9	100	J Melbourne	9	8	88
A Furlong	9	6	66	E Meldrum (until May 2022)	1	0	0
A Haynes	9	7	77	R Mitchell	9	7	77

J Hogg (from May 2022)	8	4	100	B Patel	9	9	100
J McDonald	9	6	66				

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>
G Collins-Punter	9	5	55	J Worrall	9	9	100
H Hendley	9	8	88				