

UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST**MINUTES OF THE RECONFIGURATION AND TRANSFORMATION COMMITTEE (RTC)
MEETING HELD ON WEDNESDAY 24 NOVEMBER 2022 AT 11.30 AM, VIRTUAL MEETING VIA
MICROSOFT TEAMS****Present:**

Dr A Haynes –RTC Non-Executive Director Chair
 Mr S Barton – Deputy Chief Executive
 Mr A Furlong – Medical Director
 Mr B Patel – Non-Executive Director
 Ms L Hooper – Chief Financial Officer
 Mr J Worrall – Associate Non-Executive Director

In Attendance:

Dr R Abeyratne – Director of Health Equalities and Inclusion
 Ms R Briggs – Assistant Director of Operations Projects
 Mr A Carruthers – Chief Information Officer
 Miss M Durbridge – Director of Quality Transformation and Efficient Improvement
 Mr J Jameson – Deputy Medical Director
 Ms A Moss – Corporate and Committee Services Officer
 Mr S Pizzey – Head of Strategy and Planning
 Ms S Prema – CCG Executive Director of Strategy and Planning
 Dr G Sharma – Associate Non-Executive Director (observing)
 Ms M Smith – Director of Communications and Engagement
 Ms M Stewart – NHP Chief Programme Officer
 Ms S Taylor – Assistant Director of Operations (Planned Care) (on behalf of the Chief Operating Officer)
 Ms N Topham – Reconfiguration Programme Director

	<u>RECOMMENDED ITEMS</u>	ACTION
34/22	Report From The Deputy Chief Executive And Reconfiguration Programme Director: Reconfiguration Programme Update	
	<u>Recommended</u> – that this Minute be classed as confidential and taken in private accordingly.	
35/22	Report From The Deputy Chief Executive And Reconfiguration Programme Director: Inflation	
	<u>Recommended</u> – that this Minute be classed as confidential and taken in private accordingly.	
36/22	Report From The Deputy Chief Executive And Reconfiguration Programme Director: Retention of Professional Advisers	
	<u>Recommended</u> – that this Minute be classed as confidential and taken in private accordingly.	
37/22	Report From The Deputy Chief Executive And Reconfiguration Programme Director: Elective Care Hub	
	<u>Recommended</u> – that this Minute be classed as confidential and taken in private accordingly.	
38/22	Interim Reconfiguration Post Project Assessment	
	The Deputy Medical Director presented the post project assessment on the project to relocate Level 3 ICU and associated services off the Leicester General Hospital site. The report noted that the high level aims of the project had been delivered, and the project implementation successful. The project risks were workforce, operational, financial and reputational. The review noted that 16	

	<p>of the 18 risks had been mitigated with theatre capacity and patient flow remaining and yet to be fully mitigated.</p> <p>It was reported that an in-depth analysis of the project would be carried out in Spring 2023 and a further report presented.</p>	
	<u>Recommended</u> – The that the Interim Reconfiguration Post Project Assessment be received.	
	<u>RESOLVED ITEMS</u>	
39/22	APOLOGIES	
	Apologies for absence were received from Prof T Robinson, Non-Executive Director, Ms G Collins-Punter, Associate Non-Executive Director, and Mr J Melbourne Chief Operating Officer.	
40/22	DECLARATIONS OF INTERESTS	
	There were no declarations of interest.	
41/22	MINUTES	
	The Minutes of Meeting held on 24 August 2022 (papers A1 and A2) were received.	
	<u>Resolved</u> – that the Minutes of the 24 August 2022 Reconfiguration and Transformation Committee be confirmed as a correct record.	
42/22	MATTERS ARISING	
	Paper B detailed the position of any outstanding actions from previous RTC meetings.	
	<u>Resolved</u> – that any updates now provided be reflected in the next iteration of the RTC action log.	NAMED LEADS
43/22	KEY ISSUES FOR DISCUSSION	
	<u>Resolved</u> – that note	
43/22/1	<u>Price Waterstone Coopers (PwC) Diagnostic Closure Report</u>	
	<p>The Committee received a report presenting the findings from PwC's diagnostic review of the management arrangements of the Reconfiguration Programme. The review had been carried out in February 2021, to ensure appropriate robustness to support a programme of its size and complexity. The output from the review was a diagnostic report containing 30 actions on specific elements of programme governance.</p> <p>The report noted that 11 actions had been completed; 14 actions could not be progressed until funding for the Programme was confirmed and a further five actions were deferred pending further guidance from the New Hospital Programme. The review was formally closed.</p> <p>The Chief Finance Officer noted that the report needed to be acknowledged by the Audit Committee as it provided independent oversight of the Programme.</p>	
	<u>Resolved</u> – that the PwC Diagnostic Closure Report be received.	
43/22/2	<u>Transformation Programme Workstream Update</u>	
	<p>The Committee received a report providing an overview of the Transformation Workstreams supported by the Transformation Team. The report highlighted key areas of activity, benefits and proposed next steps.</p> <p>The Director of Quality Transformation and Efficiency Improvement noted that the Transformation</p>	

	<p>Team had been established in Spring 2020 and most members of the team had been redeployed during the pandemic. The Transformation Programme Board had been established to initially oversee the work with Kingsgate and the response to Financial Special Measures.</p> <p>In the past two years the Transformation Team had overseen the Cost Improvement Programme and quality improvements. However, the weakness had been that the work was not wholly aligned to Strategy and Planning, Reconfiguration and System-wide Transformation. There had been work recently to align with System workstreams but there was a need to address further alignments. The Director of Quality Transformation and Efficiency Improvement noted that the Executive Board had yet to consider the report and that it was scheduled for consideration on 6 December 2022. It was agreed to revisit the report at the next RTC meeting.</p> <p>The RTC Chair wished to place on record the Committee's thanks to the Director of Quality Transformation and Efficiency Improvement who was attending her last meeting of the Committee.</p>	DCE
	Resolved – that (A) the report of Transformation Programme Workstream Update be noted, and (B) that a further report be made to the next meeting.	DCE
43/22/3	<u>Principles Underpinning Reconfiguration</u>	
	<p>The Deputy Medical Director presented the report setting out the underlying principles of the Reconfiguration Programme.</p> <p>The principles, previously agreed, had been reviewed to ensure they remained current and addressed within the workplan.</p> <p>The RTC Non-Executive Director Chair asked how the principles had been socialised and built into the workplan. The Deputy Medical Director noted that they had been socialised with the Clinical Management Group triumvirate and that they would be promoted through further clinical engagement. The Deputy Chief Executive highlighted the need to start work ahead of the building project. The Medical Director observed that there was considerable work needed to improve theatre productivity and outpatient transformation. The concern was that staff would perceive reconfiguration to be about buildings but to make the new buildings work there needed to be a transformation of working practices.</p>	
	Resolved – that the report on Principles Underpinning Reconfiguration be noted.	
44/22	ANY OTHER BUSINESS	
	There was no other business.	
45/22	IDENTIFICATION OF ANY KEY ISSUES FOR THE ATTENTION OF THE TRUST BOARD	
	Resolved – that the discussions in Confidential Minute 31/22/4 above be highlighted to the next Trust Board for information.	RTC NED CHAIR
46/22	DATE OF THE NEXT MEETING	
	Resolved – that the next meeting of the Reconfiguration and Transformation Committee be held on Wednesday 18 January 2023 from 11.30am (to be held virtually via MS Teams).	

The meeting closed at 1.48pm

Alison Moss - Corporate and Committee Services Officer

Cumulative Record of Members' Attendance (2022-23 to date):-

Present

Name	Possible	Actual	% attendance	Name	Possible	Actual	% attendance
A Haynes (Chair)	3	3	100	B Patel	3	3	100
S Barton	3	3	100	T Robinson	3	2	66
G Collins-Punter	3	2	50	M Williams	3	2	66

<i>A Furlong</i>	3	2	66	<i>J Worrall</i>	3	3	100
<i>L Hooper</i>	3	2	66				

In attendance

<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 Carruthers</i>	3	3	100	<i>S Prema</i>	3	2	66
<i>M Durbridge</i>	3	3	100	<i>M Simpson</i>	3	1	33
<i>J Hammond</i>	1	1	100	<i>N Topham</i>	3	3	100
<i>H Kotecha</i>	2	0	0	<i>R Vyas</i>	2	0	0
<i>J Jameson</i>	2	2	100				