

Performance Committee

Key points from the meeting of the Performance Committee held on 27th November 2018 are:

Operational Performance Report

The Trust continues to achieve 92% RTT target. Performance in October was 93.54%. This represents great performance. Three specialties, namely Ophthalmology, ENT and Urology are not meeting the standard.

Severe challenges continue regarding A&E performance. Concern was expressed regarding the forecasted position in January 2019 (a significant further deterioration in A&E performance) and the potential impact of this on patients.

99.69% of patients are receiving a diagnostic test within 6 weeks which means that the Trust is performing well above the average.

A presentation on cancer performance was provided in response to the deteriorating position and failure to achieve 62 day target. The committee asked for an action plan to improve this position to be presented to the committee in January 2019 and also to be brought to the attention of the board.

Although excellent performance had been achieved on addressing stranded patients some slippage had been noticed in recent weeks; the committee discussed the need to maintain the exceptionally good progress made with regard to stranded and super stranded patients. The solution is to facilitate better flow and discharge of patients; these issues were discussed throughout the rest of the meeting.

It was concluded the **enormous and necessary focus on addressing A&E re-configuration issues in recent months has distracted our teams from care delivery; this appears to be the root cause of many developing issues and some lost opportunities.**

Financial Performance Month 7

The Trust maintains the prediction that the most likely forecast outturn position is to overspend against the control total by £4.246 million, assuming that benefits associated with the rectification opportunities of circa £1 million can be realised. Further opportunities to reduce this position continue to be explored. The risks associated with maintaining A&E, potential loss of elective activity (day surgery) over the winter period, and the additional costs relating to ward 35 were discussed. The executive were asked to press forward with discussions with NHSi and others to address the predicted cash shortfalls which would occur in Q4.

Waste Reduction Programme 2019/20

The committee received an update on progress made to date to develop a Waste Reduction Programme for 2019/20 which identified an aspirational £14.8 million programme of savings and improvements would need to be generated in order for the Trust to achieve the financial targets and afford its longer term sustainability programme. The difficulties being experienced and importance of engagement, particularly by clinical leaders, were noted. The committee did not approve a £14.8 million waste reduction programme and it was noted and agreed that proposals to NHSi and others

for 2019/20 savings would not be made until the Committee could review and scrutinise mature and developed waste removal/modernisation plans for delivery in 2019/20. The Committee invited the executive to bring back proposals to the next meeting in January 2019. **Those proposals needed to be realistic and underpinned with plans which were owned and supported by clinicians, local leaders and front-line staff.**

Additional 30 bedded ward

A business case for the creation of a 30 bedded ward at RSH (ward 35) funded by NHS Improvement to help ease winter pressures was received and noted. The committee discussed staffing of this and it was noted that a 'blended' approach to this would be adopted.

Board Assurance Framework

The committee reviewed the following risks at the end of the meeting:

If we do not achieve safe and efficient patient flow and improve our processes and capacity and demand planning then we will fail the national quality and performance standards (CRR 561).	Red – No change
If we are unable to resolve the structural imbalance in the Trust's Income & Expenditure position then we will not be able to fulfil our financial duties and address the modernisation of our ageing estate and equipment (670).	Red - No change
If we do not deliver our waste reduction schemes and budgetary control totals then we will be unable to invest in services to meet the needs of our patients (1187).	Red – No change

Attention drawn to the risks relating to Radiology which have also been discussed by the Quality and Safety Committee. Noted that a replacement programme is in place.

Other items discussed included:

- **Services under the Spotlight** – latest position noted
- **Operational Plan** – latest update received.
- **Performance Committee Annual Report 2017/18**
- **Theatre Productivity Programme** – presentation received from Four Eyes Insight on the outcome of their work within the Trust to identify opportunities to improve theatre productivity. Given the slow progress in the last 2 years in addressing issues and exploiting these significant opportunities the committee invited the executive to consider all options, including appointing external support for this theatre modernisation/improvement work.
- **Contract Award Recommendation Report for provision of postal services** – received and noted the tendering exercise undertaken and approved the award of the contract to the recommended supplier. **The board are asked to note this and approve this decision.**
- **Pride and Joy** - The committee asked for a further update in January 2019.

Completed by: Clive Deadman, Chair of Performance Committee
Date: 28th November 2018