

Performance Committee

Key points from the meeting of the Performance Committee held on 29th January 2019 are:

Operational Performance Report

The Trust achieved the 92% RTT target in December, however it is unlikely that this will be achieved in January 2019 due to the demand in emergency activity and increase in non-elective activity. Currently exploring how quickly this position can be recovered.

Concern expressed regarding the fragility of the elective pathway and the pressure on day surgery. Position not expected to recover until April/May 2019.

The Trust failed to achieve the national cancer target of 85% in November, however early indications suggest that the Trust will achieve the target in December. Urology remains an area of pressure in terms of demand and workforce.

The committee noted the good work in Diagnostics and Stranded Patients and the improving performance in Minors treatment in ED.

The extremely poor ED performance was noted. The executive gave assurances that the safety of patients waiting for admission from ambulances was being protected. A detailed presentation on the ED performance recovery action plan was discussed. Whilst acknowledging the issues regarding ambulance arrivals the committee asked for the Trust to focus its efforts on matters within its control. The committee was encouraged by the strengthening of the workforce and the improvements during the day, however this needed to be replicated during the evening. **After months of declining performance, the Executive is confident some improved ED performance will be reported in January with further improvements in February. At that point we may be able to estimate when performance will return towards acceptable levels.**

Financial Performance Month 9

The Trust is forecasting an overspend against the Trust's control total of £5.543 million. This now includes the part year impact of retaining PRH ED overnight (£2m) and therefore represents a marginal improvement in underlying performance since Month 8. Potential risk to this is the increase in agency expenditure. This position is being closely monitored.

Waste Reduction Programme 2019/20

The committee received an update from the Care Groups on plans to deliver the 2019/20 Waste Reduction Programme. A provisional target of £11 million had been identified as a starting point, however it was acknowledged that the challenge could be much greater than this. **At present the proposals lack detail:** only £2m is planned in detail, £4m is allocated to potential opportunities and £4.5m is un-allocated. The Care Groups presented their proposals with encouraging levels of optimism and some confidence, however, **on the basis of the proposals presented in the meeting the committee was extremely skeptical the £11m of improvements and savings targeted would be realised in 2019/20.** Further work is being undertaken to identify schemes and develop plans to provide greater assurance.

Operational Plan

An update on progress against the Operational Plan 2018/19 was received.

A presentation was delivered outlining the progress to date in constructing the 2019/20 Operational Plan with details of how the teams are working to produce a succinct, owned and deliverable plan. At present all members of the Executive teams have not been consulted/ involved in all details and this needs to be completed. The draft Operational Plan is to be submitted to NHSI on 12th February 2019 with a final version due for submission on 4th April 2019. Regular updates on progress to be provided to the committee. **As we have only had partial success in delivering our Operational Plan in the last 2 years the committee encouraged the development of a plan with a realistic and achievable number of objectives linked to the Quality Improvement Plan and Waste Reduction Programme.** It was agreed some parts of the plan were local/tactical in nature and others were important and transformational and **future proposals must focus on the important/large/transformational items.** Care Groups to be invited to showcase progress against their objectives at future Performance Committee meetings.

Board Assurance Framework

A revised version of the Board Assurance Framework was presented to the committee. There are now two risks for monitoring by the Performance Committee. These are:

We need to live within our financial means so we can modernise our aging estate and equipment (670).
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We need to have system-wide effective capacity and demand processes in place to ensure we achieve national performance standards (561).

Other items discussed included:

- **Services under the Spotlight** – latest position noted.
- **Pathology Managed Service Contract** – **The contract has not delivered all the benefits targeting; however, it was clear the team were working hard to recover and manage the issues and the latest position and lessons learned were noted.** The team were congratulated for their personal commitment and industry.
- **Replacement of Antimicrobial Susceptibility Testing System.** The committee considered options to replace the Antibiotic Susceptibility Testing system in the Microbiology Department and APPROVED the recommended option 2.
- **Radiotherapy Varian Linac Contract Review.** Following a review of the maintenance contract and options available, the committee APPROVED the preferred option to bring the current Varian Linac contracts in-house. The committee asked the departmental representatives to undertake a post project evaluation and return to the meeting in 18 months time to present the findings of this.
- **Contract Award Recommendation Report for provision of postal services** – the committee re-confirmed their APPROVAL to award the contract to the recommended supplier.
- **Policy Update.** The committee received and APPROVED the Data Protection, GDPR and Confidentiality Policy and the Access to Health Records Policy.

Completed by: **Clive Deadman, Chair of Performance Committee**
Date: **30th January 2019**