

Report to:	Public Board of Directors	Agenda item:	17
Date of Meeting:	29 March 2016		

Title of Report:	Management Board Update Report
Status:	For Noting
Sponsor:	James Scott, Chief Executive
Author:	Helen Mullinger, Board of Directors' Secretary
Appendices	None

Purpose

This report provides an update from the Management Board meetings held on 18th January and 15th February 2017.

Background

The Board of Directors has constituted the Management Board as one of its sub-committees and has delegated authority to the Management Board to deliver the operational objectives of the Trust.

Business Undertaken

The Management Board considered the following key issues across the meetings;

Items for Debate

The Management Board uses the first part of the agenda to discuss key issues in depth. Issues debated include the following:

- Bed Plan 2017-18
- Contract Position 2017-18
- Overseas Patient Process
- Intermediate Care
- Topics for the Leadership Forum
- Learning was also shared from a staff visit to Western Sussex NHS FT (lean processes) and the Active Recovery Team pilot.

Business Planning

- The Management Board approved the Operational Plan 2017 – 2019 'plan on a page' subject to developing the wording around the Estate.
- The new RUH Brand Style Guidelines were presented to the Board as well as the 2020 vision.
- The Commercial Director proposed the establishment of a project to review the Trust's website provision and identify appropriate options for implementation to improve resilience, efficiency, safety, ownership and compliance.

Patient Safety Priorities

- The Management Board debated the safety priorities and it was agreed that there would be a "top ten" of Patient Safety Priorities for 2017/18. It was recognised that alignment across the entire organisation was required in order to ensure delivery.

Operational

Note: The Board receives a monthly performance report and the Management Board consider the same performance data. Additionally,

- Factors affecting Four Hour Performance were discussed, namely a significant increase in ambulance conveyance activity (+16.8% variance) and Emergency Department attendances and presentation increases (+12.2% and 8.2% respectively for February)
- At the January meeting the Chief Operating Officer informed the Management Board of a small number of very long-stay patients. The process is being reviewed to ensure long-wait patents are highlighted to the Chief Operating Officer so that rigorous engagement can be made with partners at a senior level.
- At the February Management Board the Chief Executive queried why the Trust had MRI breaches. The Divisional Manager, Medicine, confirmed that MRI breaches were due to repatriation of Bristol Royal Infirmary Cardiac MRI activity. The Medical Division are working with the cardiology team to manage referrals.

Financial

Note: The Board receives a monthly finance report and the Management Board consider the same financial information. Additionally,

- The Management Board discussed the problems with stock holding within departments and agreed that staff should be encouraged to carefully manage stock levels.

Risk Register

- The need for risk owners to review and approve risks in a timely manner was a consistent message across the meetings. Several actions have resulted that will see some long-standing risks reviewed and either closed, tolerated or revised to better reflect the current status of the risk.
- The Director of Nursing and Midwifery asked for assurance from Divisions that the risk register would be regularly reviewed through reinstated monthly reviews with the Director of Nursing and Midwifery's team and new risks approved in a timely manner.

The following Business Cases were approved:

Business Case	Description
Dermatology Consultant	The Management Board approved the Consultant element of the Business Case. It acknowledged the work to review outpatient administrative support and requested the outcome of this prior to approving the secretarial element of the case.
Substantive Consultant Urologist	The service has seen a sustained increase in demand and removal of the post would lead to a material loss to the Trust in terms of cost and performance. The secretarial support element was queried and it was requested that this is looked at for both the post and across the service.

Integrated Sexual Health Service	Management Board approved the case to proceed on the proposed Integrated Sexual Health Service at Riverside Bath.
<ul style="list-style-type: none"> Improvements to the Business Case process were discussed. A simplified process will include new areas of information and a revised template. A short form business case has also been introduced to provide opportunity for early discussion and speed up the process for essential and time-critical cases. The introduction of an annual prioritisation round was presented and it was further noted that Key Performance Indicator delivery is under review. The new process looks to address over optimistic delivery forecasts in business cases. 	

Key Risks and their impact on the Organisation

The Management Board reviewed the Trust's top scoring risks and trust wide corporate risks scoring 12-15.

No new risks were identified from the discussions or items presented.

Key Decisions

As listed above.

Exceptions and Challenges

The Management Board was able to undertake its business without any gaps in information.

Governance and Other Business

The Management Board agree the key messages to communicate to staff. These were agreed as:

- Finances
- HSJ awards – ESAC have been shortlisted for two awards.
- Reiterating contribution of all staff when the hospital is under severe pressure.
- Work being carried out at the new Pharmacy building.
- Finance
- “Top 10” patient safety priorities

Future Business

The key focus of the Management Board over the next 3 months will be:

- Business Planning
- Continued learning from Western Sussex Hospital
- Projects to improve DTOCs

Recommendations

The Board of Directors is asked to note the report.