

<b>Report to:</b>	<b>Public Board of Directors</b>	<b>Agenda item:</b>	<b>19</b>
<b>Date of Meeting:</b>	<b>27 September 2017</b>		

<b>Title of Report:</b>	<b>Fit for the Future Board - Terms of Reference</b>
<b>Status:</b>	<b>For Approval</b>
<b>Sponsor:</b>	<b>James Scott, Chief Executive</b>
<b>Author:</b>	<b>Xavier Bell, Board of Directors' Secretary</b>
<b>Appendices</b>	<b>Appendix A: Revised Fit for the Future Board ToR.</b>

<b>Purpose</b>
To ask the Board of Directors' to approve the amended Terms of Reference for the Fit for the Future Board (FFF Board)

<b>Background</b>
<p>The FFF Board is required to review its terms of reference annually to ensure they are up-to-date and properly reflect the business of the board and its membership. Any proposed revisions must then be communicated to, and approved by, the Board of Directors.</p> <p>The Board of Directors is asked to note that Heads of Division are now listed as mandatory attendees at the FFF Board, rather than simply as persons who can be invited. The list of mandatory participants has also been extended to include Divisional Managers, the Deputy Chief Operating Officer and the Chief Information Officer. This is to strengthen the clinical and operational management representation, as the FFF Board makes decisions effecting clinical and operational strategy.</p>

<b>Business Undertaken</b>
N/A

<b>Key Risks and their impact on the Organisation</b>
None identified

<b>Key Decisions</b>
N/A

<b>Exceptions and Challenges</b>
N/A

<b>Governance and Other Business</b>
N/A

<b>Future Business</b>
N/A

<b>Recommendations</b>
The Board of Directors is asked to approve the amended Terms of Reference for Management Board.

## APPENDIX A

### Terms of Reference Fit for the Future Board

#### Constitution

The Board of Directors (“Board”) hereby resolves to establish a Committee to the Board to be known as the Fit for the Future Board. The Fit for the Future Board has no executive powers other than those specifically delegated in these Terms of Reference

#### Purpose

There are significant challenges facing the RUH, in particular growing demand, increasing acuity of needs and financial pressures across the health and social care system. There are also significant opportunities to work differently across the health community and to deliver new integrated models of care. In order to meet the challenges and opportunities the Trust must fundamentally reshape the way in which health care is provided for its population and ensure that maximum benefit is derived from all resources.

The Fit for the Future Board will create the culture for change, inspiring and encouraging ideas and supporting and challenging RUH leaders and clinical teams. The Fit for the Future Board will bring key staff together, engage them in identifying the most appropriate solutions and will support the implementation of new ways of working that improve value, quality of care and patient experience.

#### Objectives

The primary objective of the Fit for the Future Board is to shape, review and challenge the Trust-wide transformation programme across key themes including transformation, acute and community integration, productivity, implementing Carter. Supporting objectives for the Board are:

- Providing overall leadership and direction for change;
- Building capacity and capability for change within the RUH;
- Overseeing the development of new high value and cost effective service models that improve patient outcomes, quality of care and patient experience;
- Providing assurance that implementation plans to deliver the new ways of working described in the Trust’s strategic and operational plans are in place;
- Providing support and challenge through the use of benchmarking, best practice, development of networks and horizon scanning to ensure best value is achieved from all resources;
- Ensuring the OD strategy supports the achievement of the strategy as described in the Trust’s strategic and operational plans;

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- Overseeing the production of the RUH five year strategy;
- Coordinating the RUH involvement in the development of health community STPs;
- Ensuring that appropriate resources and organisational support are made available to facilitate successful transformation;
- Having oversight of the risks and opportunities to the RUH in the proposed models of care to enable effective decision making;
- Overseeing the implementation of the recommendations from the Carter review and Getting it Right First Time; and
- To review, challenge and support the actions taken by the Trust to achieve its target for 4-hour Performance and any other off-target performance measure.

### **Meetings and membership**

The Board will have the following members:

- Chief Executive (Chair)
- Deputy Chief Executive and Director of Finance (Deputy Chair)
- Non-Executive Director
- Non-Executive Director
- Chief Operating Officer
- Commercial Director
- Director of Estates & Facilities
- Director of Human Resources
- Director of Nursing & Midwifery
- Medical Director

The following participants are required to attend meetings of the Fit for the Future Board (mandatory participants):

- Heads of Division
- Divisional Managers
- Chief Information Officer
- Deputy Chief Operating Officer

The expectation is that Heads of Nursing, members of the Service Improvement Team and relevant staff from RUH Leaders will be invited to attend each session depending on the topic.

### **Attendance by Members**

If a member or mandatory participant is unable to attend a meeting, they can nominate a deputy (if an appropriate deputy is available) to attend the meeting in their place.

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**Accountability**

The group reports to the Board of Directors.

**Quorum**

The meeting will be quorate on attendance of the Chair or Deputy, one Non Executive and at least two other members.

If neither the Chair nor Deputy Chair is able to attend a meeting, the Chair or Deputy Chair may nominate another member to act as Chair of the meeting to ensure it is quorate.

**Frequency of workshops**

The Group will meet on a bi-monthly basis

**Support**

The Trust Board Secretary – supported by Head of Business Development/Deputy Director of Finance.

**Review**

The Fit for the Future Committee will review its effectiveness and compliance with these terms of reference each year, and report the outcomes of this review to the Board.

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