

Agenda item 2.a.i

Report to:	Board of Directors	Date: 1 September 2022
Report from:	Chair of the Performance Committee	
Principal Objective/ Strategy and Title	GOVERNANCE: To update the Board of Directors on discussions at the Performance Committee 25 August 2022	
Board Assurance Framework Entries	678, 1021, 1853, 1854, 2829, 2904, 2985, 3009, 3074	
Regulatory Requirement	Well Led/Code of Governance:	
Equality Considerations	None believed to apply	
Key Risks	To have clear and effective processes for assurance of Committee risks	
For:	Information	

1. Significant issues of interest to the Board

BAF. The Committee noted the growing risk to staff engagement which will be reflected in future BAFs. The Committee considered that recruitment risk rating at 16 remained at the right level, with a large number of candidates in the pipeline. The Committee agreed however that it should review at its October meeting a note on the measures being taken, including process improvements and cooperation in regional initiatives, to provide assurance that RPH are maximising recruitment opportunities given the challenging context.

Productivity. The Committee received assurance that the Trust had responded as effectively as possible to the metal theft that had taken place, including alerting other providers in the system, and further measures were being introduced to strengthen security measures where possible.

Given the constraints on activity in theatres, the Committee discussed the measures being taken to bring IHU patients onto RPH wards 48 hours in advance of surgery (i.e. 24 hours earlier) in order to make the most of ward capacity. This reduces the risk of cancellation due to patients being unfit for surgery and releases bed capacity at the transferring hospital. RPH is also reaching out to explore the transfer of suitable CCA patients to maximise use of our CCA capacity.

People. The Committee discussed the need to improve data on reasons for leaving (acknowledging the large number of leavers where no reasons are known, and that “re-location” may be over-used) so that these can be better addressed through engagement initiatives. HR resource constraints were raised, and TG confirmed that he was discussing a proposal to invest in HR resources which, if it proceeds, would be brought to the Investment Committee in the normal way. MS also confirmed that understanding reasons for leaving can also be improved through local engagement by e.g. nursing teams, which would help to relieve the burden on HR.

Finance. The Committee noted the Winter planning and how this may affect finances during the rest of the year. The Committee discussed the Better Payments Practice Action Plan and the need to improve performance – only c.30% of invoices are raised via Purchase Orders, so increasing this percentage represents a significant opportunity for improvement. CIP is on track to hit target. The Committee also welcomed the further assurance it had received in relation to non-pay procurement where costs were “influenceable”.

Theatres transformation. The Committee discussed in some detail the theatres transformation initiative, noting that it is aimed at achieving lasting change in practices to improve staff engagement and wellbeing, rostering and productivity (incorporating the recommendations from the Meridian work) and reduce the reliance on overtime, with the objective of facilitating a better work-life balance. (It was also noted that RPH could not seek to increase C2C referrals while theatre activity remained constrained.)

Cyber security. The Committee thanked the Digital team for the new format of the report in response to the feedback provided, and which provided considerable assurance. The Risk rating remained at 16 and, given the extent of the risk (as illustrated by recent cyber attacks within healthcare), was unlikely ever to fall below 12.

2. Key decisions or actions taken by the Performance Committee

None

3. Matters referred to other committees or individual Executives

BPPC to be reviewed by Audit.

4. Other items of note

None

5. Recommendation

The Board to note the contents of this report