

Agenda item 4.i

Report to:	Board of Directors	Date: 6 July 2023
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	
Board Assurance Framework Entries	678, 1021, 2829, 2904, 2985, 3009, 3074, 3223, 3261	
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 discussed the increased risk for 3009 Continuity of supply of consumables. While the team are managing supply issues day-to-day, switching brands where necessary, they are also looking at longer term solutions including increasing stocking capacity and moving away from just-in-time for delivery for some items. PWC have been commissioned to investigate and will report back end August, when progress will also be reported to Performance Committee.

PIPR. The overall PIPR rating remained red which was unchanged from last month with Caring rated green and Finance moving from red to amber.

The Committee congratulated HMc on the significant uptick in activity observed in May, including exceeding theatre utilisation targets based on 5.5 theatres. While the Committee acknowledged that the 2019/20 targets for May are substantially lower due to the hospital move, the absolute levels of activity demonstrate significant improvement, notwithstanding the strike action during the month. Month to date data for June suggest even greater improvement – although also affected by industrial action, it is easier to work around junior doctors strikes by switching activity between days. July will however see a significant downturn as a result of the consecutive junior doctor and consultant strikes. This is an unprecedented scenario, the planning for which the Committee agreed required discussion at Board once plans have been developed.

The Committee also discussed the 23 52-week breaches, substantial underperformance against the 62-day cancer wait target and eight 104-day cancer wait breaches. HMc explained the role of late referrals from secondary providers as a cause in a large number of cases, and the work taking place at system level to tackle it; but also noted the areas where RPH can improve, including the 3-5 days for cancer waits that have the potential to be reduced to 1-2 days with closer management.

Optimising diagnostic performance is also seen as key to RPH meeting the 18-week RTT target. The Committee noted the number of theatre cancellations due to emergencies, and HMc sees the STA improvement work as a means to mitigate this. The Committee will return to this topic next month.

Elective care 2023/24 priorities. HMc explained the context for this letter and the assurance table already included in the pack. Some of the metrics are already in PIPR, while others are tracked but not in PIPR. Further consideration will be given as to how the Committee can monitor progress against these priorities, as far as possible integrated into the monitoring reports already reviewed by the Committee. (On this note, we discussed the desire for various reports on performance, data & access quality and activity recovery to be rationalised – HMc will revert to the Committee with a proposal in the Autumn.) The Committee noted the excellent work that had already been done on this in a short time to provide a response to the letter and to provide assurance to the Committee. There is a risk that focus on these priorities by other hospitals may exacerbate late referrals to tertiary providers like RPH.

STA Improvement. The Committee discussed the progress that was being made, not only the increase in activity and performance, but also across Quality and Safety. While recent senior absences meant that cultural leadership changes in STA had not advanced as quickly as hoped, there has been some real improvement on level 5 within the nursing team. HMc warned however that industrial action by junior doctors and consultants planned for July will have a very significant impact on activity.

Medium-term Financial Plan. The Committee discussed version 2 and noted the need for further work on stretch CIP targets, strategic initiatives e.g. expanded NHS and private patient capacity and non-recurrent solutions, as well as a realistic view of potential downside risks incl. financial contribution to the ICS. It was also acknowledged that the projections should reflect that any expansion of private patient capacity would likely need to be hand in hand with an expansion of NHS capacity.

2. **Key decisions or actions taken by the Performance Committee**
None
3. **Matters referred to other committees or individual Executives**
None.
4. **Other items of note**
None.
5. **Recommendation**
The Board to note the contents of this report.