

Agenda item 2.a.i

Report to:	Board of Directors	Date: 6 October 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	
Board Assurance Framework Entries	678, 1021, 1853, 1854, 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

Pharmacy. An excellent presentation was provided by Jenny Harrison, Chief Pharmacist. The pharmacy division faces significant challenges as a result of high vacancy rates, difficulties retaining staff in some grades, a relatively high sickness rate and a junior skill mix placing a significant training burden on more experienced staff. Lack of capacity had led to medication discharge counselling being withdrawn, although this has now been reinstated. Similar challenges are faced within pharmacy across the ICS. Notwithstanding the challenges, the Committee received considerable assurances that the division is taking creative and thoughtful initiatives, both on its own and in conjunction with ICS partners, to address staff shortages and training requirements with a long-term sustainable approach.

Theatres. The Committee discussed in detail steps taken to date to resolve the issues raised through the earlier grievance and progress achieved so far. A further plan will be brought to the next meeting which the Committee hopes will provide a basis for assurance as to a return to full productivity. The Committee underlined the seriousness of the situation for both Trust productivity and patient welfare.

Workforce. The Committee discussed the high level of vacancies in some categories, e.g. Estates & Facilities where there is considerable competition from the private sector and the measures being taken to maximise recruitment, including cooperation with CUH. Given external pressures, turnover remains high (hence the elevated risk in the BAF) and the Committee looks forward to receiving further assurance on recruitment steps at the next meeting.

Finance. While the Trust YTD position reports a surplus and is forecasting to maintain that position until year end, the Committee acknowledged the inevitable financial pressure if productivity does not return to expected levels. The Better Payments position had improved over the last month and work is being done to move more invoicing over to purchase orders to maximise the benefit of automation which should be implemented by Dec/Jan. The Committee agreed to track the PO invoice % in future reports. CIP dipped slightly in month due to lower than anticipated savings from the cardiology procurement. The Committee noted that non-clinical divisions are behind CIP delivery targets and expects this to be mitigated next month through agreed “star chamber” processes.

2. Matters referred to other committees or individual Executives

- a. Q&R to consider whether safer staffing measures/reporting can be made more efficient to ensure that assurance is being received.
- b. Q&R to consider whether Trust decision-making on whether complaints are upheld should be audited to provide assurance that the process is robust and objective.

3. Other items of note

The Committee noted that Winter planning will come to the next meeting.

4. Recommendation

The Board to note the contents of this report