

**Meeting of the Performance Committee  
Held on 27 August 2020  
At 0930hrs-1100hrs  
Royal Papworth Hospital  
Ground floor offices rooms 1&2 / via Webex**

**UNCONFIRMED      MINUTES**

<b>Present</b>			<b>Present</b>
Mr G Robert	GR	Non-executive Director (Chair)	✓
Mrs C Conquest	CC	Non-executive Director	✓
Mr T Glenn	TG	Chief Finance & Commercial Officer	✓
Dr R Hall	RMOH	Medical Director	✓
Mrs E Midlane	EM	Chief Operating Officer	✓
Ms O Monkhouse	OM	Director of Workforce & Organisation Development	✓
Mr S Posey	SP	Chief Executive	✓
Mrs J Rudman	JR	Chief Nurse	✓
Mr A Selby	AS	Director of Estates & Facilities	✓
<b>In Attendance</b>			
Mrs A Colling	AC	Executive Assistant (Minutes)	✓
Mr E Gorman	EG	Deputy Director of Digital (& CNIO)	✓
Mrs A Jarvis	AJ	Trust Secretary	✓
Mr D Jenkins	DJ	Clinical Director, Surgery Transplant & Anaesthetics	✓
Mrs M Maxwell	MMa	Deputy Chief Operating Officer	✓
<b>Apologies</b>			
Mrs S Harrison	SH	Deputy Chief Finance Officer	
Mr A Raynes	AR	Director of Digital (& Chief Information Officer)	

Agenda Item		Action by Whom	Date
<b>1</b>	<b>WELCOME, APOLOGIES AND OPENING REMARKS</b>		
20/121	The Chair opened the meeting and apologies were noted as above.		
<b>2</b>	<b>DECLARATIONS OF INTEREST</b>		
20/122	<p>There is a requirement that those attending Board Committees raise any specific declarations if these arise during discussions. The following standing Declarations of Interest were noted:</p> <ol style="list-style-type: none"> <li>1. Roger Hall as a Director and shareholder of Cluroe and Hall Ltd, a company providing specialist medical practice activities.</li> <li>2. Cynthia Conquest as Deputy Director of Finance and Performance at Norfolk Community Health and Care Trust (Contractor).</li> <li>3. Josie Rudman, Partner Organisation Governor at CUH.</li> <li>4. Stephen Posey in holding an honorary contract with CUH to enable him to spend time with the clinical teams at CUH.</li> </ol>		

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	5. Stephen Posey as Chair of the NHS England (NHSE) Operational Delivery Network Board. 6. Stephen Posey as Trustee of the Intensive Care Society. 7. Stephen Posey – from August 2020 as co-chair of NHS East of England Critical Care Strategic Project Board. 8. Stephen Posey, Josie Rudman and Roger Hall as Executive Reviewers for CQC Well Led reviews. 9. Andrew Raynes as a Director ADR Health Care Consultancy Solution Ltd 10. Stephen Posey as Chair of the East of England Cardiac Network. 11. Tim Glenn whose wife is ICS development lead for NHE/I for East of England (EoE).		
<b>3</b>	<b>MINUTES OF THE PREVIOUS MEETING – 30 July 2020</b>		
20/124	<b>Approved:</b> The Performance Committee approved the Minutes of the meeting held on 30 July 2020 and authorised these for signature by the Chair as a true record.	Chair	27.8.20
<b>4</b>	<b>TIME PLAN OF TODAY'S AGENDA ITEMS</b>		
20/125	Today's main focus would be on Phase 3 Restoration of Activity and Planning.		
<b>4ii</b>	<b>ACTION CHECKLIST / MATTERS ARISING</b>		
20/126	The Committee reviewed the Action Checklist and updates were noted.		
<b>IN YEAR PERFORMANCE &amp; PROJECTIONS</b>			
<b>5</b>	<b>PRESENTATION : SURGERY, TRANSPLANT &amp; ANAESTHETICS</b>		
20/127	<p>The committee welcomed Mr David Jenkins, Consultant Surgeon and Maggie Maxwell, Deputy Chief Operating Officer. Apologies noted from Cheryl Riotto, Head of Nursing for the Division.</p> <p>The report gave an informed update on how the Division had managed and adapted during COVID-19, including activity, staffing, ECMO service. As the Trust moves in to the Recovery phase, the Committee was updated on the phased surgical recovery approach, theatre activity, national lung transplant activity, transplant recovery work and the restructuring of the transplant service. The positive influence of the Clinical Decision Cell (CDC) was acknowledged along with the CDC medium term strategy. The Committee received considerable assurance on the substantial progress being made by the Division to restore normal activity. The report also highlighted a number of areas for improvement, including issues related to the working environment for staff. Several of these are already being addressed by the Trust, and Executives were requested to report back to the Committee on progress in addressing these at the next meeting. DJ acknowledges that the Trust is working hard to attend to these issues.</p> <p>GR and CC thanked DJ and MMa for the Division update and congratulated all involved for their hard work.</p> <p>[1003hrs DJ and MMa left the meeting]</p>	Exec Dirs	24.9.20

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<b>6</b>	<b>PAPWORTH INTEGRATED PERFORMANCE REPORT (PIPR)</b>		
20/128	<p>The Committee received a summary version of PIPR for July 2020. TG summarised the overall position as 'red'. This comprised:</p> <ul style="list-style-type: none"> <li>• Five 'red' domains (Finance, Effective, Responsive, People Management &amp; Culture and Transformation);</li> <li>• Two domains were 'green' domain (Caring and Safe).</li> </ul> <p>The report continues to reflect the impact of COVID-19 and recovery plans, which not only relates to clinical areas but also on other areas such as appraisals; which are below target due to being 'stood-down' during prioritisation of work during COVID; Finance had also been affected, which has been noted well in Finance Reports. The Committee were advised that the 62-day cancer wait standard has now returned to compliance. Under 'Safe', a spotlight report looked at Surgical Site Infections, and this will be reviewed in detail by the Quality &amp; Risk Committee.</p> <p>It was noted that this month saw 'Transformation' flag red. EM advised that key issues related to Digital and CIPS; the Digital Strategy is behind plan but due for sign-off soon. CIPS are also not on track; plans are in place to work on an 'information and business intelligence' led approach with meetings starting in August.</p> <p>On a positive note, EM referred to the PIPR update on CTP and work with partners, East &amp; North Hertfordshire Trust.</p> <p>Temporary staffing expenditure was discussed and a report on actions being taken to reduce agency spend and overtime would be presented to the next meeting.</p> <p><b>Noted:</b> The Performance Committee noted the summarised PIPR update for July 2020.</p>	OM	24.9.20
<b>7</b>	<b>FINANCIAL REPORT – July 2020</b>		
20/129	<p>The Committee received this report which gave an oversight of the Trust's in month and full year financial position. A summarised version of the report was presented for July 2020.</p> <p>Key items covered:</p> <ul style="list-style-type: none"> <li>• Statement of Comprehensive Income (SOCl) position</li> <li>• Run rate trends</li> <li>• Activity</li> <li>• Cash position and forecast</li> <li>• COVID-19 expenditure</li> <li>• Capital expenditure</li> </ul> <p>The Trust is still working under an emergency financial operating model. A letter from NHSI/E received last week sets out the financial plan for the second half of the year, although there remains significant uncertainty which makes it difficult to form an accurate financial</p>		

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	<p>forecast for the Trust, including the extent to which the costs associated with restoring activity will be met in full. The Committee discussed the likelihood that Trust income could be linked to the performance of the regional STP as a whole. A paper on this will be submitted to Part 2 Board in September to discuss in detail.</p> <p>TG confirmed the intention, with which the Committee agreed, to focus on those items which would improve the Trust's financial position (incl. controlling expenditure run rates, CIPs, switching on other income sources) regardless of the nature of the financial framework that is ultimately applied. He noted that Private Patient income had picked up in August and is expected to recover in the coming months, while the additional Homecare drug costs are close to resolution.</p> <p>TG reiterated that a year-end forecast position is difficult to predict and can only be done on the information we currently have. It was confirmed that when further certainty on finance plans is received, the finance position will be risked assessed again.</p> <p><b>Noted:</b> The Committee noted the financial update for July 2020.</p>		
<b>8</b>	<b>OPERATIONAL PERFORMANCE - Access &amp; Data Quality Report</b>		
20/130	During the Trust's response to COVID-19, this item has been 'parked'.		
<b>9i</b>	<b>RESTORATION OF ACTIVITY</b>		
20/131	<p>The Committee received this report from the Chief Operating Officer.</p> <p>The Committee were updated on the CDC Medium Term Strategy and Phase 3 targets.</p> <p>The Trust has also been asked to look at the Regional Re-surge plan should a 2<sup>nd</sup> COVID surge arise. The Trust is looking at a range of options to enable a flexible response if required.</p> <p>Based on the very positive data and explanations provided, the Committee received assurance that substantial progress was being made by the Trust to restore activity in line with the CDC Strategy. In many cases the Trust was ahead of targets and, in those areas where it was not, this tended to be due to significant variability in demand (incl. organ availability) rather than levers within the Trust's control. There was therefore confidence that the Trust would also meet and, in many areas, exceed the Phase 3 NHSE targets.</p> <p>CC asked if the planned activity was sustainable, particularly following the intense COVID period with staff tired and taking annual leave. The Committee was assured that the plan has been discussed in performance review sessions with Divisions; it has been drawn up working with staff taking leave and new quarantine rules coming in. It was acknowledged that staff are keen and working above and beyond to get business as usual back.</p> <p>The Committee discussed key differences between CDC strategy</p>		

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	<p>targets and NHSI targets. RMOH explained how the Trust is using NHSI targets as its baseline and then working to enhance this, enabling further work to add to the CDC strategy. The CDC Strategy does include winter contingency plans, with a draft strategy expected next week.</p> <p>The Committee discussed the finance baseline; TG referred to page 4 of activity phasing plan where any new developments would need to be considerate of money/funding.</p> <p>The Committee noted the context on rate of recovery in other organisations. The Trust is looking at having range of recovery options so that it can be nimble to respond to needs.</p> <p>It was noted that Sir Simon Stevens is keen to visit a Trust on the recovery pathway; nationally NHSE had identified and nominated Royal Papworth for this. A date for the visit is hoped to be confirmed by the September Board meeting.</p> <p><b>Noted:</b> The Performance Committee noted the progress in restoring activity through the Trust.</p>		
<b>9ii</b>	<b>PHASE 3 ACTIVITY PLANNING</b>		
20/132	<p>The Committee received this report which updated on progress to restore activity through the Trust.</p> <p>The final NHSI/E submission is required on 21 September; in light of this, it was noted that an Extra Ordinary Board meeting will be held to review and approve the final submission.</p> <p><b>Noted:</b> The Performance Committee noted the Phase 3 Activity Planning update.</p>		
<b>FOCUS ON</b>			
<b>10i</b>	<b>BOARD ASSURANCE FRAMEWORK (BAF) UPDATE</b>		
20/133	<p>AJ presented the BAF update with a summary of BAF risks and actions for risks above risk appetite and a copy of the BAF tracker report for August 2020.</p> <p>Key changes in month were noted as:</p> <ul style="list-style-type: none"> <li>- Improvement in risk rating for staff turnover and recruitment.</li> <li>- Improvement in COVID expenditure where the national team has indicated that these costs will be reimbursed in 20/212.</li> </ul> <p>During discussions on BAF it was agreed that a new risk regarding the proposed financial plan will be discussed at the September Board meeting.</p> <p><b>Noted:</b> The Committee noted the BAF update.</p>		
<b>10ii</b>	<b>CORPORATE RISK REGISTER (CRR)</b>		

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20/134	<p>AJ gave some background to this report where it was an action from the Audit Committee to ensure other Board sub-committees have quarterly sight of the full Corporate Risk Register. All new risks rated over 12 are automatically reviewed by Quality &amp; Risk Committee.</p> <p>CC pointed out that some items were not risks but were issues with some going back to 2010. Any risks relating to the hospital move should also be removed.</p> <p>An action was agreed for Executive review of CRR to make sure that all risks were appropriate and up to date, including removing any redundant/historic risks. SP asked AJ to set this up.</p> <p><b>Noted:</b> The Performance Committee noted the CRR and action agreed for a review.</p>	AJ	tbc
11	<b>VACANCIES – OTHER STAFF GROUPS (Quarterly Review)</b>		
<a href="#">20/135</a>	OM advised that this will be covered via PIPR Spotlight in the September meeting.	OM	24.9.20
<b>FUTURE PLANNING</b>			
12	<b>PARKED ITEMS REVIEW</b>		
<a href="#">20/136</a>	<p><b>Access &amp; Data report:</b> This report will re-start for 29 October meeting. It was noted that prior to this re-start, the report will be reviewed to provide a more streamlined version.</p> <p><b>Noted:</b> The Performance Committee noted the contents of this report.</p>	SH	29.10.20
13	<b>INVESTMENT GROUP</b>		
<a href="#">20/137</a>	<p>Chair's report (including minutes of meeting held on 10 August 2020)</p> <p><b>Noted:</b> The Performance Committee noted the update from the Investment Group.</p>		
<b>ANY OTHER BUSINESS</b>			
<a href="#">20/138</a>	<p><b>Regional Surge Centre</b> SP advised that work is in early phase with discussions with CUH - no firm decisions have been made as yet. Discussions include items such as workforce, consumables, revenue etc. This will be discussed in further detail at the September Board meeting.</p> <p><u>Future meetings – venue</u> The 29 October meeting is scheduled to take place at Royal Papworth House, Huntingdon. The Executive Directors to consider how this would work with COVID social distancing requirements.</p> <p><u>Future meetings - timing</u> The current 1 hour 30 minute timing was considered sufficient to cover</p>		

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	the Agenda items.		
<b>15i</b>	<b>COMMITTEE FORWARD PLANNER</b>		
20/ <a href="#">139</a>	<b>Noted:</b> The Performance Committee noted the Forward Planner.		
<b>15ii</b>	<b>REVIEW OF MEETING AGENDA AND OBJECTIVES</b>		
20/ <a href="#">140</a>	<ul style="list-style-type: none"> <li>• Whether we have achieved what was required from the Board/Committee agenda?</li> <li>• What reports or presentations were most useful to the Board/Committee?</li> <li>• What could be improved?</li> </ul> <p>Due to time constraints, this item was not discussed.</p>		
	<b>FUTURE MEETING DATES</b>		

2020	Time	Venue	Apols rec'd
24 September	0930-1100hrs	Mtg rooms 1&2, Ground Floor/ Webex	
29 October	0930-1100hrs	Mtg room 4, 1st floor, RP House, <b>Huntingdon TBC</b>	
26 November	0930-1100hrs	Mtg rooms 1&2, Ground Floor / Webex	
17 December	0930-1100hrs	Mtg rooms 1&2, Ground Floor / Webex	

2021	Time	Venue	Apols rec'd
28 January	0930-1100hrs	Mtg rooms 1&2, Ground Floor / Webex	
25 February	0930-1100hrs	Mtg rooms 1&2, Ground Floor /Webex	
25 March	0930-1100hrs	Mtg rooms 1&2, Ground Floor / Webex	
29 April	0930-1100hrs	Mtg rooms 1&2, Ground Floor / Webex	
27 May	0930-1100hrs	Mtg rooms 1&2, Ground Floor / Webex	
24 June	0930-1100hrs	Mtg rooms 1&2, Ground Floor / Webex	
29 July	0930-1100hrs	Mtg rooms 1&2, Ground Floor / Webex	
26 August	0930-1100hrs	Mtg rooms 1&2, Ground Floor / Webex	
30 September	0930-1100hrs	Mtg rooms 1&2, Ground Floor / Webex	
28 October	0930-1100hrs	Mtg rooms 1&2, Ground Floor / Webex	
25 November	0930-1100hrs	Mtg rooms 1&2, Ground Floor / Webex	
16 December	0930-1100hrs	Mtg rooms 1&2, Ground Floor / Webex	

The meeting closed at 1104hrs

  
 Signed  
 (Chair authorised electronic signature to be added)

Date: [24 September 2020](#)

**Royal Papworth Hospital NHS Foundation Trust**  
**Performance Committee**  
 Meeting held on 27 August 2020