



Ashford and St. Peter's Hospitals
NHS Foundation Trust

TRUST BOARD
28th July 2022

AGENDA ITEM	16.3
TITLE OF PAPER	Modern Healthcare Committee Annual Report
Confidential	NO
Suitable for public access	YES
PLEASE DETAIL BELOW THE OTHER SUB-COMMITTEE(S), MEETINGS THIS PAPER HAS BEEN SUBMITTED	
This annual report of Modern Healthcare Committee to the Trust Board was reviewed and approved at a meeting held on 21 st July 2022.	
<u>STRATEGIC OBJECTIVE(S):</u>	
Quality Of Care	
People	
Modern Healthcare	√
Digital	
Collaborate	
EXECUTIVE SUMMARY	
	<p>As a formal sub-Committee of the Trust Board, the Modern Healthcare Committee is required to present its Annual Report to the Trust Board under the Committee and Group Policy.</p> <p>The report summarises the key areas of activities over the year to 30th June 2022 in discharging the Committee's duties under its approved Terms of Reference.</p> <p>The Committee's current strategic objective is:</p> <p>'Delivering the most effective and efficient treatment and care by reducing variation and standardising the delivery outcome and clinical services'.</p> <p>The Committee continues to review the Trust's activity, workforce and financial position following the implementation of Surrey Safe Care and in the continuing Covid-19 and IPC climate, and the uncertainty regarding future funding arrangements, both revenue and capital.</p>

	<p>In addition the Committee now receives:</p> <ul style="list-style-type: none"> • updates, including minutes, from the Estates Strategy Group; • assurance reports on the Healing Arts Programme; and • Modern Healthcare related draft internal audit reports.
RECOMMENDATION:	<i>Receive and note the paper</i>
SPECIFIC ISSUES CHECKLIST:	
Quality and safety	
Patient impact	
Employee	
Other stakeholder	The impact on stakeholders through the Trust achieving its required financial targets, hence enabling the appropriate investment into services and infrastructure.
Equality & diversity	
Finance	
Legal	
Link to Board Assurance Framework Principle Risk	Modern Healthcare
AUTHOR	<p>Paul Doyle, Director of Operational Finance</p> <p>Please approach for any further information required.</p>
PRESENTED BY	John Machin, Non-Executive Director and Committee Chair
DATE	22 nd July 2022
BOARD ACTION	Receive



Ashford and St. Peter's Hospitals
NHS Foundation Trust

TRUST BOARD
28th July 2022

Annual Report of the Modern Healthcare Committee to the Trust Board

Introduction

The Modern Healthcare Committee is a formal sub-Committee of the Trust Board with defined Terms of Reference and as such is required to prepare an annual report on its work and performance in the preceding year for consideration by the Trust Board. This report summarises the Modern Healthcare Committee's activity for the year to 30th June 2022.

Meetings

Meetings were held on the following dates during the period: -

22 nd July 2021	23 rd September 2021
21 st October 2021	25 th November 2021
27 th January 2022	24 th February 2022
24 th March 2022	5 th May 2022
23 rd June 2022	

By agreement the Committee aims to have nine meetings a year - the Committee does not normally meet in April, August or December. The Director of Finance and Information notifies Committee members if the results that would normally have been discussed at any meetings in those months are significantly adverse to plan.

Membership and Attendance

The membership of the Modern Healthcare Committee over the reporting year is set out below along with the maximum number of meetings that could have been attended and actual number attended. Each member (or fully briefed deputy) must attend a minimum of 50% of meetings during the year.

<u>Name</u>	<u>Position</u>	<u>Max</u>	<u>Actual</u>
Meyrick Vevers	Non-Executive Director (Chair)	9	9
Marcine Waterman	Non-Executive Director	9	6
Chris Kane	Non-Executive Director	7	7
Andy Field	Non-Executive Director Delegate	2	2
Simon Marshall	Director of Finance and Information	9	9
James Thomas	Chief Operating Officer	9	9
Tom Smerdon	Director of Strategy and Sustainability	9	9
David Fluck	Medical Director	7	5
Shashi Irukulla	Interim Medical Director	2	1

The Chair of the Committee's term of office as a Non-Executive Director of the Trust ended at the end of June 2022, with the 23rd June 2022 meeting being the last one he attended. John

Machin, who took over as Chair of the Committee from 1st July 2022, attended two Committee meetings as a Non-Executive Designate.

The Chief Executive, Director of Workforce Transformation and Chief Nurse have an open invitation to attend meetings but are not formal members of the Committee. The Chief Executive, or Interim Chief Executive, attended seven meetings, the Director of Workforce Transformation nine meetings and the Chief Nurse three meetings.

The Committee is supported by the Director of Operational Finance and the Associate Director of Financial Management who acts as Secretary to the Committee.

Terms of Reference

The current Committee Terms of Reference were reviewed by the Committee at its meeting held on 25th November 2021 and then approved by the Trust Board on 2nd December 2021.

Progress and Achievements

As a matter of routine, the Committee considers at each of its meetings the following main items:

- Operational Performance Report;
- Workforce Report;
- Finance Report;
- Operational Effectiveness Metrics; and
- Strategic Objective Risks Review and KPI's.

During the reporting year the Committee has also taken on an oversight and assurance role regarding the Estates Strategy Group and the Healing Arts Programme, and both of these are now providing regular reports and updates to the Committee.

Other reports and updates are received on a cyclical basis or have been requested by the Committee over the year to enable it to discharge its duties. In particular these have covered:

- Financial Plans for the six months to 31st March 2022 and the 2022/23 financial year;
- Estates capital planning process and priorities;
- Scheme of Delegation for capital schemes;
- Sustainability - Green Plan and Net Zero NHS;
- Update on Consultant Job Planning; and
- National Cost Collection Exercise;

In addition the Committee considered a number of business cases and proposals covering:

- Surrey and Sussex Collaborative PACS;
- BSPS Tender Awards;
- A320 Roundabout and S106 Obligations Business Case;
- Surrey Elective Centre (Ashford); and
- Car Parking Charges.

Following changes to the way that internal audits reports are approved within the Trust, the Committee received two draft internal audit reports on Medical Device Management and Bank Payments. Comments were fed back and incorporated into the final reports.

As part of the Strategic Risks review the Committee considers the risks to delivery of the Committee's Strategic Objective – '*Delivering the most effective and efficient treatment and care by reducing variation and standardising the delivery outcome and clinical services*'. This includes review of a set of key metrics associated with the objective.

The Committee identified and monitored five risks to the delivery of its strategic objective. These were reviewed and refined during May and June 2022 and both sets of risks are set out below:

Risks Monitored to 30 th June 2022:	Risks Monitored from 1 st July 2022
<ul style="list-style-type: none"> ➤ Inability to live within the new financial framework envelopes (when announced) due to the likely requirements to run elective work during winter, undertake or outsource additional catch up activity, whilst reconfiguring /expanding bed, diagnostic and outpatient capacity, & given existing staffing constraints. 	<ul style="list-style-type: none"> ➤ Inability to live within the financial framework allocations due to emergency activity pressures, combined with the requirements to restore elective work, undertake or outsource additional activity, & given existing staffing constraints.
<ul style="list-style-type: none"> ➤ A failure to maintain the Trust's physical environment and clinical infrastructure, may lead to clinical pathway difficulties, deteriorating patient and staff experience, patient safety, and health and safety risks. 	<ul style="list-style-type: none"> ➤ A failure to maintain the Trust's physical environment and clinical infrastructure, may lead to clinical pathway difficulties, deteriorating patient and staff experience, patient safety, and health and safety risks.
<ul style="list-style-type: none"> ➤ A failure to deliver constitutional and operational targets leading to increased patient delay, poor patient experience, increased patient safety risks, increased outsourcing or activity and corresponding loss in productivity / efficiency. 	<ul style="list-style-type: none"> ➤ A failure to deliver constitutional and operational targets leading to increased patient waits, poor patient experience, delayed clinical decision making, increased patient safety risks, increased outsourcing or activity and corresponding loss in productivity / efficiency.
<ul style="list-style-type: none"> ➤ Loss of internal efficiency / effectiveness / productivity levels due to Covid-19 whether from social distancing requirements, infection control or operational arrangements which in turn impact on supply/demand for services. 	<ul style="list-style-type: none"> ➤ Loss of internal efficiency / effectiveness / productivity levels due to staffing constraints or Covid-19 (whether from social distancing requirements, infection control or operational arrangements which in turn impact on supply/demand for services).
<ul style="list-style-type: none"> ➤ Potential external impacts from the Surrey Heartlands ICS overall financial, activity level, & waiting list positions as well as requirements for mutual aid. 	<ul style="list-style-type: none"> ➤ Potential external impacts from the Surrey Heartlands ICS overall financial revenue and capital, activity levels, & waiting list positions as well as requirements for mutual aid.

The Committee has referred matters onto other Committee's as necessary, for example the People Committee and Audit & Risk Committee. In addition it reports regularly to the Trust Board through provision of the Committee's minutes, pre-approval of relevant business cases and with key points to bring to the Trust Board's attention.

Polices

No policies were approved by the Committee during this reporting year.

Objectives for 2022/23

The Committee will continue to monitor the five risks previously highlighted, adding and removing as appropriate. In addition the Committee continues to review the Trust's activity, workforce and financial position following the implementation of Surrey Safe Care and in the continuing Covid-19 and IPC climate, and the uncertainty regarding future funding arrangements, both revenue and capital.

Conclusion

The Committee has complied with its Terms of Reference during the periods under review.

John Machin
Modern Healthcare Committee Chair
July 2022