

<b>REPORT TITLE:</b>	Chief Executive's Report		
<b>SPONSORING EXECUTIVE:</b>	Richard Beeken, Chief Executive		
<b>REPORT AUTHOR:</b>	Richard Beeken, Chief Executive		
<b>MEETING:</b>	Public Trust Board	<b>DATE:</b>	8 <sup>th</sup> November 2023

**1. Suggested discussion points** [two or three issues you consider the Trust Board should focus on in discussion]

This month's report focuses on the following subjects:

1. The feedback we have had from our Board committees regarding the prioritisation of their committee work programmes for the remainder of the year, carrying out the agreed action following my prioritisation paper to our September Board meeting.
2. Feedback from the Black Country ICS-wide event on system "organisation development" (OD) and priorities, attended by myself and the Trust Chair, last week.

**2. Alignment to our Vision** [indicate with an 'X' which Strategic Objective[s] this paper supports]

OUR PATIENTS		OUR PEOPLE		OUR POPULATION	
To be good or outstanding in everything that we do	X	To cultivate and sustain happy, productive and engaged staff	X	To work seamlessly with our partners to improve lives	X

**3. Previous consideration** [at which meeting[s] has this paper/matter been previously discussed?]

N/A

**4. Recommendation(s)**

The Public Trust Board is asked to:

- a. **NOTE, COMMENT** and **AGREE** to the agreed approach to work programme prioritisation from our Board Committees
- b. **NOTE** and **COMMENT** on the feedback from the Black Country Integrated Care System OD workshop held on 26<sup>th</sup> October

**5. Impact** [indicate with an 'X' which governance initiatives this matter relates to and, where shown, elaborate in the paper]

Board Assurance Framework Risk 01	X	Deliver safe, high-quality care.				
Board Assurance Framework Risk 02	X	Make best strategic use of its resources				
Board Assurance Framework Risk 03	X	Deliver the MMUH benefits case				
Board Assurance Framework Risk 04	X	Recruit, retain, train, and develop an engaged and effective workforce				
Board Assurance Framework Risk 05	X	Deliver on its ambitions as an integrated care organisation				
Corporate Risk Register [Safeguard Risk Nos]						
Equality Impact Assessment	Is this required?	Y		N	X	If 'Y' date completed
Quality Impact Assessment	Is this required?	Y		N	X	If 'Y' date completed

# SANDWELL AND WEST BIRMINGHAM NHS TRUST

## Report to the Public Trust Board: 8<sup>th</sup> November 2023

### Chief Executive's Report

#### 1. Prioritisation of Projects/Objectives

1.1 At our September Board meeting, the Board received a paper from me, setting out the workload and capacity challenges we face as a Trust this financial year and proposing clear priorities for our work as a Board, and for the Trust's senior leadership team for at least the remainder of 2023/24.

1.2 The Board agreed that our priorities, in addition to delivering "business as usual" expectations such as patient safety, clinical effectiveness and constitutional standards delivery, should be:

- Delivering the Midland Metropolitan University Hospital (MMUH) programme requirements
- Financial recovery plan delivery
- Workforce optimisation

1.3 During the October committee cycle, all the Board committees have reviewed their work programmes through the lens of these priorities and have agreed the following:

- **Quality Committee** – It was agreed that all elements of the current work programme for the committee met the agreed priorities and should not be reduced in scope.
- **Integration Committee** - The committee feels that it is already largely aligned to the work for right sizing our places to ensure fit into MMUH. It was therefore felt that the work of the committee was focussed on the agreed priorities.

The committee did feel that we could de-prioritise the health inequalities work relating to Diabetes and Chronic Respiratory patients this year. It must be noted that this is one of the 14 objectives of the Trust annual plan so this will need clear agreement from the Board.

We also discussed the need for the committee to focus on the impact relating to workforce gaps in therapies. The committee felt this was the correct balance for the remainder of the year and I hope it meets with your support.

- **Audit Committee** – The committee have agreed to reshape the internal audit programme schedule to reflect the agreed Board priorities. The committee agenda has also been revised to give more time to auditor's feedback, action plans and MMUH programme risks. Other non-material items will be taken for information only. A new process has also been introduced which ensures that the committee is made aware of emerging risks from the other committees, most notably, the Quality Committee.

- **MMUH Opening Committee** – the committee’s view was that the work programme of the committee directly and wholly reflected one of the three priorities agreed by the Board so no change should be made to that programme.
- **Finance & Productivity Committee** – the committee felt that financial delivery and recovery, along with constitutional standards delivery, remain core to the committee’s agenda and work programme.
- **People Committee** – the committee has agreed to prioritise four elements of its work programme for the remainder of the year. These priorities align well to the workforce optimisation priority agreed by the Board. These are: staff satisfaction; sickness/absence management; relaunching of staff networks, expansion of the cultural ambassador’s programme; recruitment and retention.

1.4 In summary, I am pleased that each committee, or as a minimum their executive lead and chair, have taken the task on to review their work programmes, following our agreement on Board priorities in September. Whilst some committees feel there is little or no adjustment they can make to their areas of oversight, others have made adjustments and I am grateful for that review and/or changes having taken place. We discussed at the last Board meeting how even a marginal adjustment in the ask of our senior teams, would assist them handle the extraordinary work pressures we face this year.

1.5 In addition to the revised work programmes of each Board committee, the executive team have agreed with Trust Management Committee members that the Clinical Group performance reviews and our internal accountability framework, will explicitly reflect the agreed Board priorities, for the remainder of the financial year, to assist in the re-focusing of the senior leadership team’s work in parallel.

## **2. Black Country ICS Organisation Development (OD) workshop**

2.1 On 26<sup>th</sup> October, the Trust Chair, Chief Strategy Officer, Interim Chief People Officer and I attended the above workshop, hosted by Black Country Integrated Care Board (ICB). Senior representation from secondary NHS care, primary care, local authorities and the third sector, were present.

2.2 Intended as a programme of work to complement the organisation design work of the new, draft ICB operating structure for system and place, the OD programme is a 2-year ongoing programme of work that is intended to help a consensus opinion form about what priorities we align on for wider ICS development and how we work together better to start to deliver on those priorities.

2.3 There was a slow start to the day as we started to establish what the purpose and objectives for the day were. However, the event started to crystallise around strategic priorities and a real consensus emerged about the fact that the ICS had far too many priorities and strategies around which we coalesce. Then, a real consensus started to emerge about what the ICS OD priorities should be. The top three chosen, on which further work would be done in a second workshop in December and would also be reflected through the strategic planning framework of the ICB from next year, were:

- Clear, 5-year strategic priorities and system vision (we know how important this is from the improvement system work we have done as a Board at SWB).
- Tackling health inequalities and variation.
- Clarity of working between “system” and “place”.

### 3. Recommendations

3.1 The Public Trust Board is asked to:

- a) **NOTE, COMMENT** and **AGREE** to the agreed approach to work programme prioritisation from our Board Committees
- b) **NOTE** and **COMMENT** on the feedback from the Black Country Integrated Care System OD workshop held on 26th October

**Richard Beeken**  
**Chief Executive**  
**30<sup>th</sup> October 2023**