




Sandwell and West Birmingham NHS Trust Board Committee Chair's Report




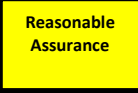

Meeting:	MMUH Opening Committee		
Chair:	Mick Laverty		
Dates:	Friday 26 th May & 30 th June 2023		
Present:	Name	26th May 2023	30th June 2023
	Mick Laverty, Non-Executive Director (Chair)	Attended	Attended
	Mike Hallissey, Asso Non-Executive Director (Member)	Attended	Attended
	Rachel Barlow, Chief Development Officer (Member)	Attended	Apologies
	Frieza Mahmood, Chief People Officer (Member)	Attended	Apologies
	Richard Beeken, Chief Executive (Member)	Attended	Apologies
	Rachel Hardy, Non-Executive Director (Member)	Apologies	Apologies
	Jo Wass, Asso Non-Executive Director (Member)	Apologies	Apologies
	Jo Newens, Chief Operating Officer (Member)	Attended	Attended
	Deborah McInerney, Programme Director MMUH (Member)	Attended	Attended
	Liam Kennedy, Delivery Director (Member)	Attended	Attended
	Mark Anderson, Chief Medical Officer	Apologies	Attended
	Dan Conway, Associate Director of Corporate Governance	Apologies	Attended
	Mel Roberts, Chief Nurse Nursing Officer	Attended	Apologies
	Simon Sheppard, Director of Operational Finance	Attended	Attended
	Daren Fradgley, Managing Director/Deputy CEO – Core Organisation	Attended	Attended
	Riana Relihan, NHSE Representative	Attended	Attended
	Kevin Bolger, MMUH Advisor	Attended	Attended
	Dinah McLannahan, Chief Finance Officer	Attended	Attended



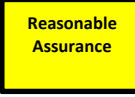
* See Reading Room for assurance classification





	Martin Sadler, Executive Director Information Technology & Digital	Attended	Attended
	Dee Fawcett, MMUH Director of Comms	Attended	Attended
	Ruth Wilkin, Executive Director of Communications	Attended	
	David Dingwall, CIP Consultant		Attended
	Andy Harding, Head of Workforce Transformation		Attended

26th May 2023

1.	<p>BAF</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> Being reviewed by Clinical Safety Officer – David Carruthers. Updated version to the June/July committee. Various actions being progressed to help mitigate risks (i.e. third party assurance being scheduled, request for funding sent jointly by the Trust and both ICBs to NHSE CFO and workforce workstream lead appointed and undertaking an improvement sprint). 	
2.	<p>Programme Risk Register</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> Three new programme risk added. Most pressing/significant is re the Urgent Treatment Centre (UTC) – there is currently no funding, c£14m needed and build needs to be concluded before MMUH opens. Daren Fradgley, Managing Director/Deputy CEO – Core Organisation is SRO and is exploring funding options. June committee to receive a UTC deep dive update. The other two new programme risks are re movement of Pharmacy and Pathology from the City hospital site. Both mitigated if no further slippage on MMUH construction timetable. 	
3.	<p>MMUH PMO Progress Report including Workstream Maturity Assessment</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> Overall programme remains RED. Five workstreams are RED, two are AMBER and three are GREEN. Workforce workstream remains a significant concern, but recent appointment of workstream lead and the recently started improvement sprint should help build momentum. IT workstream is a concern given the amount of support required for the move to MMUH (including a significant number of service change requests) compared to the IT resources currently available. (Further work will also be required to ensure MMUH becomes a digital exemplar). Finance & Commercial workstream remains a concern – additional resources being sought from NHSE – with support from two ICBs. Construction remains RED – but agreed programme timetable/run rate (as per RP 13) is being met – cause for optimism. 	

	<ul style="list-style-type: none"> The development and agreement of the critical success factors for each of the ten workstreams is still outstanding and needs urgent attention. 	
4.	Independent Assurance/ PAR review process <u>Chair's opinion:</u> <ul style="list-style-type: none"> Now being commissioned. NHP had previously advised it wasn't necessary. Scope to be discussed with Project Assurance Review (PAR) lead. Current proposal of six weeks and £50k seems/is excessive. Proposed scope/purposes needs to reviewed to focus on areas that will assist the MMUH Programme Company – for example more focus on workforce readiness/culture and no need to duplicate work on Benefit Realisation. Purposes could/should be ordered under the ten workstreams to ensure nothing is missed. 	
5.	Report on MMUH and PLACE based rightsizing <u>Chair's opinion:</u> <ul style="list-style-type: none"> Work not sufficiently developed and needs to be completed for the June committee. MMUH Programme Company and core organisation jointly working on this. A simple 'totaliser' needs developing. A permanent reduction in beds is the most significant driver of benefits – realising approx. 25% of all benefits – c£450m. 	
6.	MMUH metrics <u>Chair's opinion:</u> <ul style="list-style-type: none"> Noted. Needs to reflect Place based rightsizing work. Seven of the eight metrics 'consistently fail target' with the eighth 'hit and miss'. 	
7.	Pathology business case <u>Chair's opinion:</u> <ul style="list-style-type: none"> Option (7a) – agreed at FIPC, supported. 	
8.	Recruitment and Resourcing: Dashboard Exception Report <u>Chair's opinion:</u> <ul style="list-style-type: none"> New workforce workstream lead in place, improvement sprint start and momentum should start to build. Remedium (recruitment partner) have had their contract extended until October 2024 – ensuring resource capacity and stability. 	

9.	Prioritised list of SCRs, resourcing, and funding requirements			
Chair's opinion: <ul style="list-style-type: none"> IT workstream is a concern given the amount of support required for the move to MMUH (including a significant number of service change requests) compared to the IT resources currently available. Further scoping work being undertaken, then a prioritised list will be represented to the committee and the funding required agreed. 				
10.	MMUH Financial Report			
Chair's opinion: <ul style="list-style-type: none"> Noted. Additional funding sought from NHSE and funding for UTC being explored. 				
12.	MMUHOC Committee Effectiveness Report and Draft TOR's			
Chair's opinion: <ul style="list-style-type: none"> Noted – with areas for improvement discussed. The commitment, resilience and professionalism of the MMUH Programme Company MD and team was noted, as was the personal commitment to the safe and successful opening of MMUH of the CEO and the Trust's Executive Directors. 				
Positive highlights of note		Matters of concern or key risks to escalate to the Board	Matters presented for information or noting	Actions agreed
<ul style="list-style-type: none"> Construction programme is currently delivering against the agreed timescales/plan. Workforce workstream lead appointed and improvement sprint underway. 		<ul style="list-style-type: none"> Overall programme remains RED. No current funding for the UTC, which needs to be constructed before the MMUH opens. 		<ul style="list-style-type: none"> PAR review scope to be challenged/agreed along with timescales and cost.

1.	BAF <u>Chair's opinion:</u> <ul style="list-style-type: none"> No BAF on agenda. 	N/A
2.	Programme Risk Register <u>Chair's opinion:</u> <ul style="list-style-type: none"> No new programme risks added, two risks de-escalated. UTC risk modified to includes clinical impact of non-delivery/delay of UTC. 	
3.	MMUH PMO Progress Report including Workstream Maturity Assessment <u>Chair's opinion:</u> <ul style="list-style-type: none"> Overall programme remains RED. Six workstreams rated RED, one AMBER and three GREEN. Deterioration in performance is temporary pending a re-baselining to reflect revised practical completion date. Concerns remain re: Workforce Workstream – specially OD; Finance & Commercial Workstream – re UTC funding and funding required from two ICBs and NHSE; and the IT Workstream – re resources to progress service change requests. IT deep dive planned for July meeting of the Committee. 	
4.	Independent Assurance/ PAR review process <u>Chair's opinion:</u> <ul style="list-style-type: none"> Still waiting for NHP to appoint review team. 	
5.	Report on MMUH and PLACE based rightsizing <u>Chair's opinion:</u> <ul style="list-style-type: none"> Progress being made 31/86 beds closed – but test will be in the Autumn (will closed beds remain closed). Governance now in place – COO chairing the steering group, overseeing the six transformation schemes. Frailty scheme ahead of schedule, but SDEC is behind with significant work needed. Agreement to merge beds tracker with Board level metrics report. 	
	MMUH metrics	

6.	<p><u>Chair's opinion:</u></p> <ul style="list-style-type: none"> • All targets in the 'consistently fail target' category. Some targets can't be achieved until year-end so fall into this category even if progress is being made. • Need more focus on remedial action. 	<div data-bbox="1977 108 2112 204" style="border: 1px solid black; background-color: #f4a460; padding: 5px; text-align: center;"> Partial Assurance </div>
7.	<p>Urgent Treatment Centre</p> <p><u>Chair's opinion:</u></p> <ul style="list-style-type: none"> • Funding not secured (capital or revenue). But sufficient money to proceed at risk with designs etc whilst funding is being secured. • Likely to be open 14.5 hours per day rather than 24 hours (because of funding). • Critical path re construction in time for MMUH opening leaves little/no room for slippage. • Major critical negative impact on MMUH if UTC not open in time for MMUH opening. 	<div data-bbox="1977 371 2112 467" style="border: 1px solid black; background-color: #f4a460; padding: 5px; text-align: center;"> Partial Assurance </div>
8.	<p>Pulse survey results</p> <p><u>Chair's opinion:</u></p> <ul style="list-style-type: none"> • Scores improving as Management of Change meetings take place. 	<div data-bbox="1977 627 2112 722" style="border: 1px solid black; background-color: #ffff00; padding: 5px; text-align: center;"> Reasonable Assurance </div>
9.	<p>Workforce development sprint status report</p> <p><u>Chair's opinion:</u></p> <ul style="list-style-type: none"> • Progress made and priorities now clearer – lack of resource for OD is a major concern that needs addressing. 	<div data-bbox="1977 810 2112 906" style="border: 1px solid black; background-color: #f4a460; padding: 5px; text-align: center;"> Partial Assurance </div>
10.	<p>Recruitment Quadrant status and forward look - hard to fill assessment and plan</p> <p><u>Chair's opinion:</u></p> <ul style="list-style-type: none"> • Overall 'net' recruitment is increasing – but slowly and behind schedule. Overall progress hampered by leavers and internal promotions. • End to end process needs mapping and tracking to identify where the blockages/hold-ups are. 	<div data-bbox="1977 1034 2112 1129" style="border: 1px solid black; background-color: #f4a460; padding: 5px; text-align: center;"> Partial Assurance </div>
11.	<p>Management of Change</p> <p><u>Chair's opinion:</u></p> <ul style="list-style-type: none"> • Behind schedule but progressing. Additional external resources secured. 	<div data-bbox="1977 1209 2112 1305" style="border: 1px solid black; background-color: #f4a460; padding: 5px; text-align: center;"> Partial Assurance </div>
12.	<p>Prioritised list of SCRs, resourcing, and funding requirements</p>	

	<p>Chair's opinion:</p> <ul style="list-style-type: none"> • SCR's now reviewed and prioritised. • Some additional IT resources have been secured, but more resources are required. 			<div style="border: 1px solid black; background-color: #f4a460; padding: 5px; width: fit-content; margin: auto;">Partial Assurance</div>
12.	<p>MMUH Financial Report</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> • Funding from NHSE and two ICBs has still not been secured – discussions are ongoing. • Separately, funding for the UTC (capital and revenue) has still not been secured – again discussions are ongoing. 			<div style="border: 1px solid black; background-color: #f4a460; padding: 5px; width: fit-content; margin: auto;">Partial Assurance</div>
12.	<p>Benefits workstream forward plan</p> <p>Chair's opinion:</p> <ul style="list-style-type: none"> • Potential (significant) benefits fully quantified. • Focus now needed on tracking and delivering these benefits – with appropriate governance and reporting. 			<div style="border: 1px solid black; background-color: #f4a460; padding: 5px; width: fit-content; margin: auto;">Partial Assurance</div>
	<p>Positive highlights of note</p>	<p>Matters of concern or key risks to escalate to the Board</p>	<p>Matters presented for information or noting</p>	
<ul style="list-style-type: none"> • Construction – has met recent programme milestones. 	<ul style="list-style-type: none"> • UTC funding. • Progress re, and resources for, OD. 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	