











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

<b>Meeting:</b>	MMUH Opening Committee		
<b>Chair:</b>	Mick Laverty		
<b>Dates:</b>	Friday 28 <sup>th</sup> July 2023 & 1 <sup>st</sup> September 2023		
<b>Present:</b>	<b>Name</b>	<b>28<sup>th</sup> July 2023</b>	<b>1<sup>st</sup> September 2023</b>
	Mick Laverty, Non-Executive Director <b>(Chair)</b>	Attended	Attended
	Mike Hallissey, Asso Non-Executive Director <b>(Member)</b>	Attended	Attended
	Rachel Barlow, Chief Development Officer <b>(Member)</b>	Attended	Attended
	Frieza Mahmood, Chief People Officer <b>(Member)</b>	Apologies	Apologies
	Richard Beeken, Chief Executive <b>(Member)</b>	Attended	Attended
	Rachel Hardy, Non-Executive Director <b>(Member)</b>	Attended	Attended
	Jo Wass, Asso Non-Executive Director <b>(Member)</b>	Attended	Apologies
	Jo Newens, Chief Operating Officer <b>(Member)</b>	Apologies	Apologies
	Deborah McInerney, Programme Director MMUH <b>(Member)</b>	Apologies	Attended
	Liam Kennedy, Delivery Director <b>(Member)</b>	Attended	Attended
	Mark Anderson, Chief Medical Officer	Apologies	Apologies
	Dan Conway, Associate Director of Corporate Governance	Attended	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	Apologies
	Riana Relihan, NHSE Representative	Attended	Attended
	Kevin Bolger, MMUH Advisor	Apologies	Attended
	Dinah McLannahan, Chief Finance Officer	Attended	Attended





\* See Reading Room for assurance classification






	Martin Sadler, Executive Director Information Technology & Digital	Attended	Apologies
	Dee Fawcett, MMUH Director of Comms	Attended	
	David Dingwall, CIP Consultant	Attended	
	Andy Harding, Head of Workforce Transformation	Attended	
	Rachel Heywood-Clarke, PMO Lead	Attended	
	Jayne Ilic, Director of Communications & Engagement MMUH	Attended	Attended
	Meagan Fernandes, Deputy Chief People Officer		Attended
	Tammy Davies, Deputy Chief Integration Officer		Attended

28 <sup>th</sup> July 2023		
1.	<p><b>Horizon scanning the Programme</b></p> <p><u>Chair's opinion:</u></p> <ul style="list-style-type: none"> <li>Useful (visual) presentation of the multiple initiatives being worked on in preparation for MMUH opening – will aid sequencing and integration.</li> <li>Consideration being given to grouping initiatives by (lead) workstream.</li> </ul>	
2.	<p><b>BAF</b></p> <p><u>Chair's opinion:</u></p> <ul style="list-style-type: none"> <li>BAF risks discussed. Some progress made re Workforce workstream sprint (but see comments re OD).</li> <li>Concerns re: core organisational capacity to deliver/resource for competing priorities (exacerbated by industrial action), ongoing risk re UTC funding, and RP17 rejected as being unrealistic.</li> </ul>	
3.	<p><b>Programme Risk Register</b></p> <p><u>Chair's opinion:</u></p> <ul style="list-style-type: none"> <li>New programme risk added re delivery of essential OD work due to insufficient resources (to take forward OD work). This remains a critical issue. No overall OD plan and no one leading the OD work.</li> <li>New programme risk added re factors such as industrial action adversely impacting managers' ability to progress management of change discussions.</li> <li>Updated risk re 'capacity' of clinical teams to engage in clinical review work – increasing safe transfer of service risk and increasing the likelihood of service transformation opportunities being negatively impacted.</li> </ul>	

4.	<b>MMUH PMO Progress Report including Workstream Maturity Assessment</b>	
	<p><b>Chair's opinion:</b></p> <ul style="list-style-type: none"> <li>Overall programme remains RED, with six out of ten workstreams RED. Two workstreams AMBER, with the benefits workstream deteriorating from GREEN. And the remaining two workstreams GREEN.</li> <li>Ongoing concerns re: Workforce, IT, Construction. Deep dive into IT has concluded and will report to next meeting.</li> <li>Five of the workstreams should/will be positively impacted as a result of rebaselining the programme.</li> </ul>	
5.	<b>Success Factors</b>	
	<p><b>Chair's opinion:</b></p> <ul style="list-style-type: none"> <li>A useful paper setting out how MMUH 'success' will be measured/tracked and by whom (governance). Benefit realisation work has shaped the approach.</li> <li>Success measures being developed/refined for: i. workstreams, ii. overall programme level, and iii. strategic benefits.</li> </ul>	
6.	<b>Rebaselining Programme</b>	
	<p><b>Chair's opinion:</b></p> <ul style="list-style-type: none"> <li>Rebaselining the programme against a practical completion date consistent with RP 14-16 will take place in August 2023 to ensure the alignment of critical milestones is realistic.</li> <li>RP 17 has been rejected as unrealistic. RP 18 (which is expected) may require future change control to the rebaselined programme.</li> <li>Commissioning period of (a minimum) of 26 weeks is being factored into discussions/plans.</li> </ul>	
7.	<b>Rightsizing Report</b>	
	<p><b>Chair's opinion:</b></p> <ul style="list-style-type: none"> <li>Further work done with bed reduction 'opportunity' reduced from 146 to 123 (bed reduction target remains 102).</li> <li>32 beds permanently closed at the time the report was written, increased to 38 at the time of the meeting.</li> <li>Governance around bed closures maturing.</li> <li>Challenge will be keeping beds closed over the winter period.</li> <li>Bed closures are the biggest contributor to benefits realisation – contributing c£450m over the lifetime of MMUH.</li> </ul>	
8.	<b>Improvement sprint closure report</b>	
	<p><b>Chair's opinion:</b></p> <ul style="list-style-type: none"> <li>Some progress made re workforce workstream BUT:</li> <li>We are still not managing to recruit quickly enough.</li> </ul>	

	<ul style="list-style-type: none"> <li>The is no overall OD plan and no one to lead the OD work. The safe transition of services to MMUH and the service transformation opportunities that moving to MMUH offers, are at risk as a result.</li> </ul>			
9.	<b>SCRs Financing</b> <u>Chair's opinion:</u> <ul style="list-style-type: none"> <li>Progress being made – but capacity restrained by resources.</li> </ul>			<div style="border: 1px solid black; background-color: #e67e22; color: white; padding: 5px; width: fit-content; margin: 0 auto;">Partial Assurance</div>
10.	<b>MMUH Financial Report</b> <u>Chair's opinion:</u> <ul style="list-style-type: none"> <li>Noted.</li> <li>UTC funding not yet confirmed. System support for ongoing MMUH costs still not secured.</li> <li>Confirmation of PC date will allow some reprofiling of expenditure.</li> </ul>			<div style="border: 1px solid black; background-color: #e67e22; color: white; padding: 5px; width: fit-content; margin: 0 auto;">Partial Assurance</div>
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"> <li>MMUH internet connectivity switched on and working – a major success.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of OD plan is a significant concern re the safe move of services to MMUH and the service transformation opportunities the move offers.</li> <li>UTC funding not yet confirmed.</li> <li>BAF: concern re organisational capacity to deliver/resource competing priorities.</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Baselining the programme (when PC date is more certain) will allow positive movement in some workstream RAG ratings.</li> </ul>		

11.	<p><b>BAF</b></p> <p><b>Chair's opinion:</b></p> <ul style="list-style-type: none"> <li>Progress made (since last report) re: OD proposal prepared; and PAR review being worked up for October; and BSol ICB have approved UTC model and have supported the revenue case (capital approval for UTC is still outstanding).</li> <li>Areas of concern: Organisational capacity to deliver BAU and fully support/contribute to MMUH workstreams; MMUH financials – still awaiting confirmation of funding from two ICBs and NHSE; construction – the momentum is stalling – RP 17 &amp; 18 rejected; and benefits workstream has moved from Green, to AMBER, now RED.</li> </ul>	
12.	<p><b>MMUH PMO Progress Report</b></p> <p><b>Chair's opinion:</b></p> <ul style="list-style-type: none"> <li>Overall programme remains RED, but has benefited from rebaselining PC date.</li> <li>Five workstreams are RED (down from Six), two are AMBER and three are GREEN (up from two).</li> <li>Workforce workstream has made some progress, but remains significantly behind and is a continuing concern (see item 18). Finance and Construction remain RED.</li> <li>Benefits has moved from GREEN to AMBER, now RED, but should move back to GREEN now a resource has been identified to track and record benefits as they accrue.</li> <li>Work is still outstanding on some workstream success factors – the measures that most accurately track workstream progress (output/outcome based measures).</li> </ul>	
13.	<p><b>Programme Risk Register</b></p> <p><b>Chair's opinion:</b></p> <ul style="list-style-type: none"> <li>Risks proposed for escalation to the Trust risk register include: significant impact of the UTC not being open in time for the opening of the MMUH; and the impact of industrial action and insufficient OD interventions on the safe transition (and transformation) of services.</li> <li>Dedicated risk register session to be added to the agenda for the next MMUH Committee.</li> </ul>	
14.	<p><b>PAR Review</b></p> <p><b>Chair's opinion:</b></p> <ul style="list-style-type: none"> <li>Discussions continue with NHP team whose advice/guidance changes.</li> <li>PAR review scheduled for October. Third party will be commissioned independently if NHP cannot resource.</li> </ul>	
	<p><b>Rightsizing Report</b></p>	

15.	<p><b><u>Chair's opinion:</u></b></p> <ul style="list-style-type: none"> <li>• Further progress made.</li> <li>• 50 of the 62 planned bed closures for 2023/24 have been achieved. (Real test/challenge will be keeping them closed during winter pressures). 102 beds out of a possible 123 need to be closed to 'fit' into (MMUH).</li> </ul>	
<b>16. Fundamentals of Care</b>		
	<p><b><u>Chair's opinion:</u></b></p> <ul style="list-style-type: none"> <li>• Report noted – including executive leads for individual projects (18 projects in total).</li> <li>• Agreement that the 18 projects will need to be prioritised to align with the CEO's reset of the Trusts 2023/24 priorities which will be presented to the September Trust Board meeting.</li> </ul>	
<b>17. Management of Change Update</b>		
	<p><b><u>Chair's opinion:</u></b></p> <ul style="list-style-type: none"> <li>• Progress being made, but programme is behind schedule – in part due to industrial action and staff side availability.</li> <li>• Recruitment of individual to lead the work has been unsuccessful.</li> <li>• A 'totaliser' to track progress is being developed.</li> </ul>	
<b>18. OD Proposal Report</b>		
	<p><b><u>Chair's opinion:</u></b></p> <ul style="list-style-type: none"> <li>• Significant amount of work done in scoping the OD proposal.</li> <li>• The Committee considered and supported the proposal to accelerate the OD segment of the workforce workstream by procuring third party support (Affina) and aligning with work that is already being done/planned (i.e. the ARC Leadership development training – also supported by Affina).</li> <li>• Discussion noted: the need to also align/co-ordinate OD work with the role out of Fundamentals of Care; the lack of senior OD/HR resource in-house to support OD work (an ongoing issue); and the need to triangulate with performance data (Theatres have undergone OD interventions – but this has not yet been reflected in their performance data).</li> <li>• Overall, whilst the progress made is welcome, the OD work remains significantly behind plan and is an ongoing concern.</li> </ul>	
<b>19. IT risk-based review of SCRs</b>		
	<p><b><u>Chair's opinion:</u></b></p> <ul style="list-style-type: none"> <li>• Progress being made, but capacity remains constrained by resources – both IT and business owners.</li> <li>• Bed closure work is being prioritised.</li> </ul>	

	<ul style="list-style-type: none"> <li>Proposal to extend the contract of three programmers while funding is sought, was agreed.</li> </ul>			
10.	<b>Output of IT Deep Dive</b>			
	<b>Chair's opinion:</b> <ul style="list-style-type: none"> <li>The deep dive was commended by the Committee for its quality, thoroughness and openness (IT team to be congratulated).</li> <li>Funding for IT remains the most significant issue – we could do more if we had more resource.</li> <li>PAR review to be asked to review and comment.</li> </ul>			<div style="border: 1px solid black; background-color: yellow; padding: 5px; text-align: center;"> Reasonable Assurance </div>
12.	<b>MMUH Financial Report</b>			
	<b>Chair's opinion:</b> <ul style="list-style-type: none"> <li>Noted. Nothing new to add: UTC capital not confirmed; and waiting for confirmation of resources from two ICBs and NHSE.</li> </ul>			<div style="border: 1px solid black; background-color: orange; padding: 5px; text-align: center;"> Partial Assurance </div>
	<b>Positive highlights of note</b>	<b>Matters of concern or key risks to escalate to the Board</b>	<b>Matters presented for information or noting</b>	<b>Actions agreed</b>
	<ul style="list-style-type: none"> <li>IT Deep Dive.</li> <li>OD proposal.</li> </ul>	<ul style="list-style-type: none"> <li>Funding – UTC capital and medium term funding for MMUH.</li> <li>Workforce workstream progress and resources.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Align OD and FoC work.</li> <li>Keep IT programmer resource.</li> </ul>