



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

Meeting:	MMUH Opening Committee		
Chair:	Mick Laverty		
Dates:	Friday 31 st March 2023 and 28 th April 2023		
Present:	Name	31st March 2023	28th April 2023
	Mick Laverty, Non-Executive Director (Chair)	Attended	Attended
	Mike Hallissey, Asso Non-Executive Director (Member)	Apologies	Attended
	Rachel Barlow, Chief Development Officer (Member)	Apologies	Attended
	Frieza Mahmood, Chief People Officer (Member)	Attended	Apologies
	Richard Beeken, Chief Executive (Member)	Attended	Attended
	Rachel Hardy, Non-Executive Director (Member)	Apologies	Apologies
	Jo Wass, Asso Non-Executive Director (Member)	Attended	Attended
	Jo Newens, Chief Operating Officer (Member)	Apologies	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	Attended	Attended
	Mel Roberts, Chief Nurse Nursing Officer	Apologies	Apologies
	Simon Sheppard, Director of Operational Finance	Attended	Attended
Daren Fradgley, Managing Director/Deputy CEO – Core Organisation	Attended	Apologies	
Riana Relihan, NHSE Representative	Apologies	Attended	
Kevin Bolger, MMUH Advisor	Attended	Apologies	

* See Reading Room for assurance classification

	Dinah McLannahan, Chief Finance Officer	Apologies	Apologies
	Ruth Wilkin, Executive Director of Communications	Attended	Attended
	Dr Chizo Agwu, Deputy Chief Medical Officer	Attended	Apologies

31 st March 2023			
1.	BAF		
	Chair's opinion: <ul style="list-style-type: none"> Discussion focused on those risks which were deteriorating, including: i) Workforce, ii) Bed fit and rightsizing community services and iii) Construction. 3rd Party assurance also discussed. A bespoke assurance review is being scoped. 		Partial Assurance
2.	Programme Risk Register		
	Chair's opinion: <ul style="list-style-type: none"> Programme risk register includes eighteen risks, two of which are rated as high risk. New risk re safe transition of services due to delay in IT (system configuration) identified and escalated to the Trust risk register. 		Reasonable Assurance
3.	MMUH PMO Progress Report including Workstream Maturity Assessment		
	Chair's opinion: <ul style="list-style-type: none"> Overall programme remains RED. Seven of the ten workstreams are RED, including Finance & Commercial which had previously been rated Amber (the new rating reflects the uncertainty regarding funding from the two ICBs). Three workstreams are rated Green: Commissioning, Communications & Engagement and Benefits. IT workstream to be reviewed given its importance/impact on other workstreams. Workforce workstream is still a <u>significant concern</u>. A 3rd party review of the Workforce workstream is underway and will report to the next Committee in April. The appointment of workstream lead is essential. 		Partial Assurance
4.	Independent Assurance/ PAR review process		
	Chair's opinion: <ul style="list-style-type: none"> NHP have indicated that there is no requirement for a 3rd party assurance review. A bespoke approach is therefore being scoped by the MMUH Programme Company which will exclude areas like benefit realisation, which have already had a third party review/support. Review likely to take place early summer. 		NA

5.	Final report on MMUH and PLACE based rightsizing	
	<u>Chair's opinion:</u> <ul style="list-style-type: none"> • External 3rd party review commissioned and final report received. • Report concludes that the data modelling now in place is accurate and reliable. • Report identifies bed gap of 102 beds across the year, with the potential to achieve bed savings of 132 beds. • <u>Significant transformational work/change is still required to deliver these bed savings.</u> • The Committee noted the importance of bed savings to achieving the planned benefits from MMUH. Bed savings are the single biggest driver of benefits accounting for c£450m worth of benefits. 	<div style="border: 1px solid black; background-color: yellow; padding: 5px; width: fit-content; margin: auto;">Reasonable Assurance</div>
6.	MMUH metrics	
	<u>Chair's opinion:</u> <ul style="list-style-type: none"> • Noted. Bed saving schemes need focus and tracking. Agreed Removal of BADS data and inclusion of theatre utilisation. 	<div style="border: 1px solid black; background-color: orange; padding: 5px; width: fit-content; margin: auto;">Partial Assurance</div>
7.	Operational readiness checklist and implementation plan	
	<u>Chair's opinion:</u> <ul style="list-style-type: none"> • Noted. 3rd Party review would provide final assurance. 	<div style="border: 1px solid black; background-color: orange; padding: 5px; width: fit-content; margin: auto;">Partial Assurance</div>
8.	Fundamentals of Care Delivery Programme	
	<u>Chair's opinion:</u> <ul style="list-style-type: none"> • Noted. 	NA
9.	MMUH Management of Change (MOC) Update	
	<u>Chair's opinion:</u> <ul style="list-style-type: none"> • Significant management of change programme has been scoped and agreed. c5,800 individuals will be impacted. • Initial priority activity includes training and support for managers. • An accompanying comms and engagement plan has also been agreed. • An overall project timetable which shows sequencing of the programme still needs to be prepared. 	<div style="border: 1px solid black; background-color: orange; padding: 5px; width: fit-content; margin: auto;">Partial Assurance</div>
10.	Recruitment strategy and progress update	

	<p><u>Chair's opinion:</u></p> <ul style="list-style-type: none"> Progress being made, but still significantly behind planned level of recruitment. 3rd Party Workforce workstream review and appointment if Workforce workstream lead should assist. 	Partial Assurance		
11.	<p>Near neighbours engagement</p> <p><u>Chair's opinion:</u></p> <ul style="list-style-type: none"> Noted. Promotion of job opportunities for local people seen as important. Separate transport forum would be established within the programme, that will include reviewing parking. 	Reasonable Assurance		
12.	<p>Pulse staff survey January 2023 – Report on Midland Met questions</p> <p><u>Chair's opinion:</u></p> <ul style="list-style-type: none"> Pulse survey now includes MMUH questions. First set of results were mixed, but will provide a baseline to target communication and engagement activities. 	Partial Assurance		
13.	<p>MMUH Financial Report</p> <p><u>Chair's opinion:</u></p> <ul style="list-style-type: none"> Noted. Affordability remains a significant concern given the Trust and ICB budget deficits. 	Partial Assurance		
14.	<p>Benefits realisation final output report and workstream plan</p> <p><u>Chair's opinion:</u></p> <ul style="list-style-type: none"> Near final report received that shows MMUH will deliver significant financial and non-financial benefits, well in excess of the cost of building MMUH. Reliance on bed savings to deliver benefits is significant. PwC to be challenged re duration of some recurring benefits and external messages within the report to be turned into Plain English, but overall a very positive and helpful report. Committee are keen to see continuing involvement of PwC in benefit tracking. 	Reasonable Assurance		
	<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>	<p>Actions agreed</p>

<ul style="list-style-type: none"> Benefit Realisation work and outcomes. Benefits significantly exceed the cost of building MMUH. 	<ul style="list-style-type: none"> Overall programme remains RED. Workforce workstream is significantly behind and remains a significant concern. Financial & Commercial workstream (affordability) remains a concern. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Closer look at IT workstream and its impact on other workstreams
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28 th April 2023		
1.	<p>BAF</p> <p><u>Chair's opinion:</u></p> <ul style="list-style-type: none"> Updated following discussion on 31/3/2023. Richard Beeken to write to Julian Kelly (NHS FD) re MMUH funding gap. Discussion re process for removing beds (as virtual beds are and other bed saving initiatives introduced). 	<div style="border: 1px solid black; background-color: #f4a460; padding: 5px; text-align: center;"> Partial Assurance </div>
2.	<p>Programme Risk Register</p> <p><u>Chair's opinion:</u></p> <ul style="list-style-type: none"> Noted – not much to add to 31/3/2023 discussion. 	<div style="border: 1px solid black; background-color: #ffff00; padding: 5px; text-align: center;"> Reasonable Assurance </div>
3.	<p>MMUH PMO Progress Report including Workstream Maturity Assessment</p> <p><u>Chair's opinion:</u></p> <ul style="list-style-type: none"> Overall programme remains RED. Five of the ten workstreams are RED – down from seven (as at 31/3/2023). Three of the five are within 'our control', namely: Workforce, IT and Estates. The remaining two, Construction and Finance/Commercial are heavily reliant on others. Workforce has been RED for 18 months and is negatively impacting other workstreams – but see item 8 below. Three workstreams are Amber and three workstreams are rated Green. KPIs for each workstream are being developed and will drive RAG ratings once introduced. 	<div style="border: 1px solid black; background-color: #f4a460; padding: 5px; text-align: center;"> Partial Assurance </div>
<p>MMUH Programme Company Exit strategy</p>		

4.	<p><u>Chair's opinion:</u></p> <ul style="list-style-type: none"> • Good paper giving early consideration to how and when the Programme Company should be wound up – in line with Managing Successful Projects methodology. • Emphasises the point that the successful opening and operating of MMUH is a joint endeavour between the Programme Company and the Core organisation. 	<div data-bbox="2011 118 2143 212" style="border: 1px solid black; background-color: yellow; text-align: center; padding: 2px;">Reasonable Assurance</div>
5.	<p>Independent Assurance/ PAR review process</p> <p><u>Chair's opinion:</u></p> <ul style="list-style-type: none"> • NHP have now decided a review is required, having advised for months it wasn't. • We were already in the process of organising a review (because of the benefits of undertaking a review). The review is likely to take place during the summer. 	<div data-bbox="2011 395 2143 489" style="border: 1px solid black; background-color: yellow; text-align: center; padding: 2px;">Reasonable Assurance</div>
6.	<p>Final report on MMUH and PLACE based rightsizing</p> <p><u>Chair's opinion:</u></p> <ul style="list-style-type: none"> • Reduction in beds to 'fit into MMUH' is the most significant driver of benefits – delivering around 25% of all benefits (c£450m). <u>Significant transformational work/change is still required to deliver these bed savings.</u> • Collaborative working across Programme Company and core organisation has started. A formal process for closing/removing beds as virtual beds are created and as other bed saving measures are introduced needs agreeing. • A means of tracking progress still needs to be introduced. 	<div data-bbox="2011 667 2143 761" style="border: 1px solid black; background-color: orange; text-align: center; padding: 2px;">Partial Assurance</div>
7.	<p>MMUH metrics</p> <p><u>Chair's opinion:</u></p> <ul style="list-style-type: none"> • Noted, work in progress. 	<div data-bbox="2011 954 2143 1048" style="border: 1px solid black; background-color: orange; text-align: center; padding: 2px;">Partial Assurance</div>
8.	<p>Workforce workstream development</p> <p><u>Chair's opinion:</u></p> <ul style="list-style-type: none"> • This workstream has been RED for 18 months and lack of progress has negatively impacted other workstreams. • Third party review now completed, reported considered and recommendations agreed. (Two major issues identified: lack of leadership and lack of operational plans). • Senior workstream lead now appointed (MMUH Workforce Director – Dee Fawcett – experienced HR Director). • Dee will work with Rachel, Liam and core organisation (Daren and Frieza) to move this workstream forward. 	<div data-bbox="2011 1225 2143 1319" style="border: 1px solid black; background-color: orange; text-align: center; padding: 2px;">Partial Assurance</div>

	<ul style="list-style-type: none"> MMUH Committee will review progress at next meeting. 			
9.	Recruitment Quadrant status and forward look - hard to fill assessment and plan <u>Chair's opinion:</u> <ul style="list-style-type: none"> Progress still being made, but still significantly behind planned level of recruitment. 			Partial Assurance
10.	Bill of quantities <u>Chair's opinion:</u> <ul style="list-style-type: none"> Current funding gap of £5m, but being reviewed and shortfall added to RB letter to Julian Kelly re MMUH funding gap. 			Partial Assurance
11.	Stakeholder Report <u>Chair's opinion:</u> <ul style="list-style-type: none"> Noted. Labour candidate for WM Mayor to be added to Stakeholder list. 			Reasonable Assurance
12.	MMUH Financial Report <u>Chair's opinion:</u> <ul style="list-style-type: none"> Noted. RB will write to Julian Kelly re funding gap. Urgent Treatment Centre (UTC) – BSoL currently saying they have insufficient money to fund the UTC. 			Partial Assurance
	Positive highlights of note <ul style="list-style-type: none"> Workforce workstream review completed and senior workstream leader appointed. 	Matters of concern or key risks to escalate to the Board <ul style="list-style-type: none"> Currently no funding for the UTC. 	Matters presented for information or noting <ul style="list-style-type: none"> 	Actions agreed <ul style="list-style-type: none"> Letter to Julian Kelly to include bill of quantities shortfall.