

Board of Directors (in Public)

Item 6.1.4

Subject: CMAST Leadership Board CiC Key Issues Report
Date of Meeting: 29th November 2023
Presented by: Jane Tomkinson, Chief Executive Officer
Meeting Held: 6th October 2023
Attended by: Jane Tomkinson, Chief Executive Officer / Margaret Carney, Deputy Chair

This report sets out the key assurances, risks and actions from the recent CMAST (Cheshire and Merseyside Acute and Specialist Trust) Leadership Board Committee in Common (CiC) meeting. Areas for escalation to the Board of Directors are included below as required.

1. Summary

CMAST Leadership Board met on 6th October including Chairs. The purpose of the meeting was twofold: to provide an update to the Board on progress in delivery against CMAST Programme's workplan commitments; and to reflect on the potential for system learning and approaches to assurance in response to incidents.

Diagnostics Programme

2023/4 delivery headlines:

- Against a backdrop of an overall increase in activity there has been a reduction in waiting times across specialities, including 100% reduction in patients waiting 79 wks+ and 74% reduction in patients waiting 26 wks+
- Increased productivity has been achieved through the introduction of single guidelines and productivity tools meaning performance can be monitored more accurately across C&M
- System first thinking is enabling innovation across C&M through increased:
 - capital investment
 - screening opportunities
 - cost avoidance through efficiency
- A number of key decisions on significant direction of travel issues have been taken in the first part of the year to further the following workstreams within the diagnostics programme:
 - Pathology target operating model
 - Pathology LIMS (Laboratory Information System)
 - Endoscopy transformation

Anticipated 2023/4 next steps and delivery milestones:

- Enhanced mutual aid offer to harmonise waiting times
- Continued development of shared digital systems
- Workforce – interventional radiology, workforce growth and development
- Development and testing of risk and gain share mechanisms
- Increased use of AI deployment across diagnostics

Elective Recovery

2023/4 delivery headlines:

- Waiting lists and PTL management:
 - C&M were one of the only ICBs in the country to eliminate 104 week waits in line with deadlines
 - C&M ERF performance has tracked 2% higher than the England average since May
- Reducing variation in care:
 - Mutual aid for over 6500 patients from 8 different trusts throughout C&M has been facilitated
- System resources:
 - C&M theatre utilisation performance started in the 2nd quartile a year ago, and rose to 4th best in the country during August
 - Over 2,600 patients have been treated in the shared elective hub

Anticipated 2023/4 delivery milestones:

- Waiting lists and PTL management
 - C&M are on track to eliminate 65 week waits by the end of March 2024
 - Over 110,000 patients have been cleared from the potential breach cohort since April
- System resources:
 - The second cohort of attendees will be starting Theatre Academy to ensure the spread of best practice techniques throughout C&M

Clinical Pathway

2023/4 delivery headlines:

- The CPP Programme continues to follow its established methodology while continuing to follow identified road maps for orthopaedics, dermatology and ENT
- A current state assessment has been undertaken for gynaecology with the first workshop held over the summer

Anticipated 2023/4 next steps and delivery milestones:

- Orthopaedics - C2Ai risk stratification project currently ongoing in all Trusts that deliver orthopaedic services will conclude and further pathway standardisation will be progressed
- Dermatology – Continued focus on exploring the potential use of technology within the specialty, through establishment of pilots and stocktaking existing projects
- ENT – Further development of the collaborative alliance with key focus on workforce with support from the workforce programme
- Gynaecology – Prioritisation and evaluation of opportunities to agree an improvement roadmap
- Connecting with other workstreams to maintain connection when identifying and scoping of further specialties for inclusion in the programme

Finance, Efficiency & Value – Efficiency at Scale

2023/4 delivery headlines:

- Programme Director is in place and funding for the programme has been secured for 2023/4 and 2024/5

- Principles and a workplan for 2023/24 have been established for efficiency at scale. The workplan is aligned to the National Corporate Services Transformation Programme
- Highlights from workstreams include:
 - Funding for the medicines optimisation workstream has been secured for 2023/4 and 2024/5, a single governance structure is now in place for medicines to support this
 - A full procurement governance structure is in place and ICB Chief Procurement Officer commenced in September
 - An additional indemnity insurances review has been completed and £2.1m identified for review across C&M
 - A business case in under development for a single financial ledger and is supported by all trusts in C&M

Anticipated 2023/4 key targets include system delivery and contribution to:

- Medicines management will deliver an estimated £10m of savings in 2023/4, subject to continuation of ICB investment in infrastructure
- Procurement initiatives will deliver a £5m full year effect although the full value will not be realised until 2024/5
- Planning to support finance and legal workstreams to potentially release up to £1m in savings in 2024/25

Workforce

2023/4 delivery headlines:

- A detailed analytical review of workforce and benchmarking exercise has been completed with all C&M providers in conjunction with the ICB and the efficiency at scale programme
- AHP Faculty has been established with a robust system wide workplan
- Clear priorities and strategic workforce plan have been developed and aligned to support focus areas for the elective recovery and clinical pathway programmes
- A number of pilot sites have been identified to facilitate testing of a career pathway aimed at Band 6 ward nurses to support retainment and career progression
- After undertaking scoping exercises and in conjunction with system partners it has been agreed not to pursue projects at this time around developing a HCA collaborative bank or midwifery trainee nursing associate role

Anticipated 2023/4 delivery milestones will support delivery of objectives by:

- Ongoing funding will not be provided for the workforce programme in 2024/5
- A refocusing of the programme to identify commitments moving beyond 2023/4 has commenced

A planned discussion on the ICS Digital Strategy has had to be rescheduled due to an unforeseen cancellation.

2. Recommendations

The Board of Directors is asked to **note** the update.