

**Council of Governors
Item 8**

Subject: Chief Executive's Report
Date of Meeting: Tuesday 5th March 2024
Presented by: Liz Bishop, Chief Executive
Purpose of Report: To Note

BAF Reference	Impact on BAF
All	The report updates on a range of issues.

Level of assurance (<i>please tick one</i>) <i>To be used when the content of the report provides evidence of assurance</i>					
<input checked="" type="checkbox"/>	Acceptable assurance Controls are suitably designed, with evidence of them being consistently applied and effective in practice	<input type="checkbox"/>	Partial assurance Controls are still maturing – evidence shows that further action is required to improve their effectiveness	<input type="checkbox"/>	Low assurance Evidence indicates poor effectiveness of controls

1. CMAST (Priorities for 2024/25)

CMAST is working effectively with Places, partners, and stakeholders to improve the health and wellbeing of the population of Cheshire and Merseyside. This is reflected in the priorities of the collaborative in:

- Reducing health inequalities
- Improve access to services and health outcomes.
- Stabilise fragile services.
- Achieve financial sustainability.
- Improve clinical pathways.
- Support the well being of our staff and development of a more robust workforce.

The CMAST programmes for 2024/25 include:

- Elective recovery and transformation
This includes the delivery of
 - The ERRF Value weighted activity – 23/24 highest performance in the Northwest.
 - Reduction of long waiters reduced from 65ww and target of 52ww and a continued focus on outpatients.
 - Reducing variation through mutual aid
- Diagnostics
This programme includes the following priorities:
 - Waiting times
 - Productivity
 - Turnaround times for reporting
 - Collaborative work around digital

- Whole systems oversight of diagnostics
- System wide transformation (Lord Carter Pathology review)
- Workforce
- Artificial Intelligence
- Clinical Pathways (Gynaecology / Orthopaedics / Dermatology / ENT and now includes Cardiology).
 - Work collaboratively within C&M networks to understand and address unwarranted variation.
 - Identify opportunities to reduce waiting times.
 - Standardise best practice and clinical pathways – supporting pilots to embed changes at scale.
 - Minimise harm associated with longer waiting times.
 - Measure benefits to demonstrate improved clinical and patient outcomes.

In addition, there are several clinical networks within a programme delivery which includes Ophthalmology / Urology / MSK and General Surgery

- Efficiency at scale
Activity within this programme includes:
 - Finance
 - Workforce
 - Legal services
 - Medicine management
 - Procurement
 - Risk and governance

2. Industrial Action Update

During December 2023 and January 2024, the Junior Doctors staged the longest strike action to date with nine days of strikes enacted in support of national pay disputes. The strikes impacted our ability to deliver planned activity leading to a number of cancellations and reduction of activity during this period. Financial and Activity impact is continuously reviewed as a Trust and System and mitigation put in place where possible to look at delivery against our statutory targets. Further industrial action is proposed for the 24th to 29th February; as a Trust we continue to review plans to manage any potential gaps and safety as a priority.

3. Fuller Review Update

LUHFT review of the report and recommendations are expected by 28th February 2024.

4. Recommendations

The Council of Governors is asked to review the content of this report.