
To: Health and Social Care Scrutiny Board

Date: 17 December 2025

Subject: UHCW Performance

1 Purpose of the Note

- 1.1 The purpose of this note is to provide Health and Social Care Scrutiny Board with an update on the Trust's response to the recent publication of the National Oversight Framework (NOF) and the planned improvements in performance.
- 1.2 The Board is sorry for any concern this will have caused for patients and staff and acknowledge that improvements are required. The focus is now on strengthening the position and having a clear roadmap to achieve this.
- 1.3 This update aims to promote a shared understanding of the Trust's plans and to encourage unified support, constructive challenge, and assurance across the organisation.

2 Recommendations

- 2.1 The Health and Social Care Scrutiny Board is recommended to:
 - 1) Note the contents of the briefing note and presentation and receive assurance in the Trust's proposed plans to improve its performance.
 - 2) Identify any additional recommendations.

3 Information and Background

- 3.1 In 2024/5 the Trust undertook a major transformation programme with the largest UK implementation of an Electronic Patient Record (EPR), to ensure this was safe and successful, operational activity was reduced for a six-month period across our 'go live'. As a consequence, the number of operations and outpatient appointments was reduced, and this has had significant impact on our waiting list. As expected, this is reflected in the lower performance scores. The Trust wide focus is now to deliver improved performance supported by the benefits of our new EPR.

- 3.2 There is a clear action plan being implemented to address this that includes increasing the number of appointments and planned operations for patients, with a focus on cancer patients and those patients with the longest waits.
- 3.3 The update includes a summary of UHCW position on NOF, context to the framework, UHCW results summary at a glance, how we are tracking NOF-related metrics through governance structures and 'NOF transformation plans designed to give overarching view of plans underway which will support the improvement of performance across NOF metrics.
- 3.4 The purpose is to bring these plans together for overarching oversight to ensure consistent understanding and drive collective support, challenge and assurance.
- 3.5 Please note that a presentation with an updated position will be presented to the Board at the meeting.

4 Health Inequalities Impact

- 4.1 This is being managed and monitored through the programme and the Trust Board will have oversight via a regular reporting on health inequalities.

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