

Trust Board

Meeting Date:	14 th March 2011
Title:	Terms of Reference for Trust Management Team
Executive Summary:	The revised draft terms of reference reflect changes within the membership and clarity of reporting mechanisms.
Action Requested:	The Board are asked to approve the terms of reference.
Report of:	Director of Nursing and Midwifery
Author: Contact Details:	Director of Nursing and Midwifery
Resource Implications:	None identified
Public or Private: (with reasons if private)	Public Session
NHS Constitution: (How it impacts on any decision-making)	<p>In determining this matter, the Board should have regard to the Core principles contained in the Constitution of:</p> <ul style="list-style-type: none"> ✚ Equality of treatment and access to services ✚ High standards of excellence and professionalism ✚ Service user preferences ✚ Cross community working ✚ Best Value ✚ Accountability through local influence and scrutiny

Background Details

	<p>The TMT is the operational decision making group for the organisation. It is a senior committee and is an Executive led committee which is directly accountable to the Trust Board.</p> <p>The terms of reference reflect changes in subcommittee structures and also membership of the team including post TCS.</p>
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The Royal Wolverhampton Hospitals NHS Trust

TRUST MANAGEMENT TEAM

TERMS OF REFERENCE

Accountable to: Trust Board

Overall aim: To oversee and coordinate the Trust operations on a Trust-wide basis.

To direct and influence the Trust service strategies and other key service improvement strategies which impact on these, in accordance with the Trust overall vision, values and business strategy.

Accountability & Scheme of Delegation:

The Trust Management Team (TMT) is chaired by the Chief Executive and is directly accountable to the Trust Board. The TMT is where the major decision making process regarding clinical and non clinical operations will take place. The TMT will review performance of the organisation and agree actions where required. The TMT will delegate responsibility for specific aspects of performance and management to a number of sub-committees and working groups. These are:

- Divisional Management Committees
- Human Resource Committee
- Governance and Compliance Committees – including Quality and Safety and Policy Committee
- Nursing and Midwifery Committee
- Information Management & Technology Committee (IM & T)
- Research and Development Steering Group
- Emergency Portal Group
- Health Records Committee
- Site Strategy Group
- Contracting and Commissioning Committee
- TCS Implementation Committee
- Assets & Sustainability and Estates Working Board
- Waste Management Group
- Sustainability & Carbon Reduction Group

- Capital Review Group
- CIP Board
- Emergency Planning group
- Operational Finance Committee

The TMT Sub-Committees/working groups are directly accountable to the TMT.

Frequency of Meetings: Monthly – 11 times per year or more frequently when business requires.

Responsibilities:

The TMT will advise on and be responsible to the Trust Board on all matters relating to Trust operations. This will include responsibility for the following activities:-

- Direct and monitor progress with implementation of key Trust strategies
- Approval of Trust wide strategy, policies and procedures
- Annual approval of the rolling 5 year service strategies for the Trust, via the Divisional structure
- Approve business cases to deliver key Trust strategies and the corporate business plan which are in excess of £100,000 but below £500,000.
- Monitor delivery of the service strategies for Divisions
- Monitor delivery of the Trust site strategy
- Monitor financial performance to ensure that the Trust's statutory duty is achieved
- Monitor the delivery of the Trust Nursing & Midwifery programme, ensuring effective integration into operational areas
- Monitor the operational performance and implementation of the IM&T strategy
- Receive advisory reports on the operation of governance, risk management and compliance deliverables across the Trust.
- Receive regular updates and advice from the Finance, HR, Governance Directors to ensure effective operational integration with the following:

- Policy
- Strategy
- Developments
- National & local strategies, policies and developments
- Legal issues

Reporting

The TMT Chair will formally report on a monthly basis to the Trust Board via the TMT minutes or separate report when required.

The TMT Sub-Committees and Directors will report as per the schedule below:

Regular Reports Received:

- Performance report COO - Monthly
- Divisional reports - Monthly
- Directors' reports - Monthly
- Progress reports on site strategy - Quarterly
- Strategy implementation - Quarterly
- Progress reports on IM&T - Quarterly
- Director of Finance - Monthly
- Corporate advisory reports - Quarterly from HR, Finance; Nursing and Governance
- Trust corporate business plan COO - Annual
- Annual service strategy plan Divisional Medical Directors – Annual
- HR Committee – Quarterly
- Governance and Compliance Committees – Quarterly
- Health Records Committee- Quarterly
- Site Strategy Committee – Quarterly
- Contracting and Commissioning - Quarterly
- Nursing and Midwifery programme progress report - Quarterly
- Emergency Portal Group – Quarterly
- DIPC report – Quarterly
- R&DI report – Quarterly
- Cancer Report – Quarterly
- IM&T and Clinical IT report – Quarterly
- TCS Implementation report - Quarterly
- Assets & Sustainability and Estates Working Board - Quarterly
- Waste Management Group - Quarterly
- Sustainability & Carbon Reduction Group - Quarterly
- Capital Review Group- Quarterly
- CIP Board - Monthly
- Emergency Planning group - Quarterly
- Operational Finance Committee - Monthly

Membership

- Chief Executive (Chair)
- Chief Operating Officer (Deputy Chair)
- Director of Finance
- Director of Nursing and Midwifery
- Medical Director
- Director of Human Resources
- Director of Planning and Contracting (post TCS and in shadow)
- Director of Estates Development
- Divisional Medical Directors x 2
- Divisional Managers x 3
- Heads of Nursing/Midwifery x 3
- Director of Infection Prevention and Control
- Director of Research, Development and Innovation

Director of Clinical IT
Lead Cancer Clinician

Members are expected to attend regularly and should not send deputies without the prior permission of the Chairman. Membership will be reviewed annually. The TMT may request the presence of any senior manager/clinician to interpret/ comment on data (with notice).

Attendees

For leadership development occasional shadowing at this meeting will be allowed following prior discussion and agreement with the Chair.

Quorum

The Committee will be quorate when a minimum of 10 members are present and with two from:

- Chair/Deputy Chair
- Director of Nursing and Midwifery
- Medical Director
- Finance Director

Date of last review: January 2011

Date of next review: January 2012