

Executive Management Committee and Transformation Board

Executive Management Committee 04 to 18 November 2025

The Executive Management Committee (EMC) meets three times a month and covers a range of subjects including progress against our strategic aims, performance monitoring, oversight of risk and significant financial decisions. The meeting is chaired by the Chief Executive Officer and attended by Executive Directors and leads from the clinical care groups. The following provides an overview of some of the key areas considered by the committee this month:

QUALITY & PERFORMANCE	PEOPLE	MONEY & PROPERTY SERVICES	GOVERNANCE & DIGITAL
Assurance			
Integrated Performance Report	Safe staffing report	Monthly finance, capital and workforce controls reports	Internal audit summary
Patient experience quarterly report	Standards of behaviour and conduct report		Equality and Quality Impact Assessment report
Mortality and learning from deaths report			Organisational risk report
Clinical harms update			Digital Health programme board update
Maternity quality and safety reports			
Midwifery staffing report			
EPRR assurance report			
Approval			
School Age Immunisation service contract		Green Plan	Medicines on admission
Information			
Research & innovation quarterly report	CARE Value awards	Capital projects update	Policies ratification report
Patient Safety Incident Investigation reports	Consultant appointment quarterly update	Business case process update	Minutes or summaries of EMC sub-groups
Organ & Tissue Donation annual report			Draft agenda for next meeting
Quality improvement projects on a page			
Care Group quality improvement portfolios			

On 11 November, EMC discussed business planning for next year.

Transformation Board 28 October 2025

Transformation Board is an Executive-level meeting with clinical and operational leads from across the Trust and is dedicated to strategic projects and oversight of delivery of the operating plan. It is chaired by our Chief Digital and Transformation Officer and meets on a monthly basis covering transformation portfolio updates, strategic business cases, and quality improvement.

Approval

2026/27 breakthrough objectives
In-year financial improvement

Information

Strategy infographic
Planning update
System update

Discussion

Transformation Programmes: financial benefits