

**Progress of actions arising from the Trust Board meeting held on Thursday 12 February 2026**

Item No	Minute Ref:	Action	Lead	By When	Progress Update	RAG status*
<b>12 February 2026</b>						
1	31/26	<b>Staff Story – Hema’s Story</b> To arrange a meeting with Hema to take forward any learning from a user experience perspective and consider any opportunities, such as digital ambassador or training going forward.	<b>GCDIO</b> <b>W Monaghan</b>	<b>Immediate</b>	Complete.	<b>5</b>
2	32/26/3	<b>Integrated Performance Report</b> To provide data to Mr D Moon, Non-Executive Director regarding the expected elective activity increase as a result of Sprint funding.	<b>COO</b> <b>H Hendley</b>	<b>Immediate</b>	Email to David Moon 12/03/26	<b>5</b>
2a	32/26/3	To provide details to Dr A Haynes, Non-Executive Director regarding the impact on cancer targets from increased diagnostics arising from the National Cancer Plan for England.	<b>COO</b> <b>H Hendley</b>	<b>Immediate</b>	Email to Andy Haynes 25/03/26	<b>5</b>
3	33/26/1	<b>Perinatal Quality Surveillance Scorecard / Perinatal Assurance Committee (PAC) Highlight Report</b> To include feedback from conversations with partners on infant mortality prevention in the next report.	<b>CN</b> <b>J Hogg</b>	<b>TB</b> <b>May 2026</b>	To be scheduled accordingly – detail will be incorporated into a spotlight piece within the Perinatal Quality Surveillance Scorecard.	<b>4</b>
4	34/26/1	<b>Freedom to Speak Up Q3 Report</b> To incorporate themes from concerns to input into the winter programme review.	<b>COO / DCLA</b> <b>H Hendley / B Cassidy</b>	<b>TBC</b>	The Freedom to Speak Up lead has supplied themes to feed into the winter review session on 25/03/26.	<b>5</b>
4a	34/26/1	To include details of anonymous complaints in future reports.	<b>DCLA</b> <b>B Cassidy</b>	<b>TB</b> <b>May 2026</b>	To be scheduled accordingly.	<b>4</b>
<b>11 December 2025</b>						
5	294/25/3	<b>Integrated Performance Report</b> To consider ways in which productivity metrics within the report can also provide data comparing with peers, and to provide colour coding on the productivity metric data which shows where performance is improving or not.	<b>COO</b> <b>H Hendley</b>	<b>TB</b> <b>April 26</b>	A summary table showing a month-on-month trend for a suite of metrics including average length of stay, bed occupancy and theatre, outpatients and diagnostics against a 25/26 target (where one has been set) and 19/20 baseline was included in the detailed OPC papers for January. The information when fully complete will be included in the detailed IPR report. This is included in the IPR for April Board.	<b>5</b>

**UHL and UHN Boards of Directors, 9 April 2026: paper C**

Item No	Minute Ref:	Action	Lead	By When	Progress Update	RAG status*
5b	294/25/3	To feedback to Mr D Moon, Non-Executive Director regarding whether nursing vacancies were now over-establishment.	<b>CPO C Teeney</b>	<b>Immediate</b>	Response sent 31.03.26.	<b>5</b>
6	299/25/1	<b>BAF &amp; Significant Risk Register</b> To explore ways of demonstrating that mitigating actions are showing a beneficial impact on a risk, such as a progression score.	<b>DCLA B Cassidy</b>	<b>TB June 2026</b>	To be scheduled accordingly.	<b>4</b>
<b>13 November 2025</b>						
7	258/25/3	<b>Integrated Performance Report</b> To provide an update regarding progress towards the development of activity forecasting to identify the points of highest Urgent and Emergency Care demand pressure.	<b>COO H Hendley</b>	<b>TB 12.2.26</b>	This has been discussed at Executive Planning Meeting and action supported to bring together relevant colleagues to take forward explore potential opportunities.	<b>5</b>
<b>8 May 2025 (approvals recorded in the formal minutes only)</b>						
8	112/25/1	<b>Freedom to Speak Up - Q4 and Annual Report</b> To provide a progress report to the PCC on the recommendations made and provide an update through the escalation report to the Board	<b>DCLA B Cassidy</b>	<b>TB June 26</b>	As part of the FTSU annual reporting in May, a review of the recommendations will be presented and will come through the escalation report from the PCC.	<b>4</b>

\* Both numerical and colour keys are to be used in the RAG rating. If target dates are changed this must be shown using ~~strike through~~ so that the original date is still visible.

<b>RAG Status Key:</b>	<b>5</b>	<b>Complete</b>	<b>4</b>	<b>On Track</b>	<b>3</b>	<b>Some Delay – expected to be completed as planned</b>	<b>2</b>	<b>Significant Delay – unlikely to be completed as planned</b>	<b>1</b>	<b>Not yet commenced</b>
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Meeting		UHN Boards of Directors Meeting in Public			
Date & Time		Updated following 6 February 2026 meeting			
Minute Ref.	Action	Owner	Due Date	Progress	Status
Nov 25 6	Monitor against revised 25-26 forecast in future reports	Sarah Stansfield	Mar 26	Revised forecast reflected in Integrated Performance Report	CLOSE
Nov 25 8	Development of dashboard to monitor the patient experience	Julie Hogg	Apr 26	Dashboard prepared and tested for inclusion in next quarterly report to Quality and Safety Committee	CLOSE
Feb 26 2	<p>Armed Forces Network:</p> <ul style="list-style-type: none"> <li>(i) review relevant data fields within the NGH electronic patient record in response to issues raised regarding data capture and ensure that data collected was of practical value in informing service provision; this should include the possibility of mandatory identification and recording of armed forces personnel and veterans.</li> <li>(ii) engage with the education teams and local universities to strengthen collaboration and armed forces awareness</li> <li>(iii) Draft statement reaffirming the Boards' commitment to supporting the Armed Forces community, including ensuring equitable treatment in recruitment processes and recognising the implications for reservists and cadets</li> </ul>	<ul style="list-style-type: none"> <li>(i) Will Monaghan / Hemant Nemade</li> <li>(ii) Julie Hogg</li> <li>(iii) Suzie O'Neill</li> </ul>	Feb 26	<ul style="list-style-type: none"> <li>(i) Date now being tracked in the Electronic Patient Record Programme: <b>close</b></li> <li>(ii) Engagement with local universities is underway to explore how Armed Forces health needs and bespoke pathways can be better incorporated into training for trainee nurses and doctors. This will support increased awareness of statutory responsibilities, improve understanding of alternative pathways, and strengthen collaboration with education partners. This collective work ensures we remain aligned with the commitments outlined by the Boards and continue to enhance outcomes for the Armed Forces community <b>Close</b></li> <li>(iii) Director of Communications and Engagement to update</li> </ul>	<p>CLOSE (i)-(ii)</p> <p>OPEN (iii)</p>