

## TRUST BOARD - March 2024 - Integrated Governance Report

**Title:** KEY MATTERS AND ESCALATION POINTS  
**Name of Committee:** Adults Clinical Operational Board (COB)  
**Committee Chair:** ALIYYAH-BEGUM NASSER  
**Meeting Date:** 6<sup>th</sup> March 2024

### Summary of key messages and assurance:

The COB received the following:

- A fabulous staff story from Debbie Holmes – Team Lead from the At Home First Team in Luton Adults Community Health Services. Debbie and team members updated the Board on their work and progress since 2018. They shared a couple of patient stories that clearly demonstrated the positive impact that the team was having across the system.
- An update on the delivery of the 23/24 clinical audit plan was presented for both Divisions and the proposed 24/25 clinical audit plans were agreed by the Board.
- An update on learning from service improvement and transformation activity was presented. This covered both the current work plans and future plans. It was noted that the team would be having a focus on developing co-production and defining more clearly impact and the benefits of change in all future work.
- A report that outlined the most recent Care Quality Commission self-assessments for all services. It was noted that all areas had rated themselves either good or outstanding in all domains and assurance was given that these self-assessments had been through robust scrutiny with the quality team.
- Update on the delivery of 23/24 service plans for all services and proposed service plans for 24/25.
- The committee reviewed its terms of reference and made a couple of suggestions for amendments. These will be presented to the Trust Board in March 2024.

**Integrated Governance Report** – the COB received a detailed Integrated Governance Report updating the following:

#### Bedfordshire and Luton Adult Services

- Overall assurance for all services was substantial.
- Main area of risk remains staffing due to vacancies and high level of sickness absence. Risk remains on the register rated 12 (risk 3337), with the target being 8. Service is making progress in recruitment with a further 4 international nurses due to join the service by end March 2024.
- Review of activity has taken place and the community nursing service has seen an increase in activity in 23/24 of around 15%. Service has continued to meet all contractual key performance indicators and delivered a safe service.
- Turnover continues to decrease month on month and is at its lowest level of 9.46% in January 2024.
- Friends and Family feedback remains high – 95% and above for all services.
- Overall mandatory training for all services remain high – 93% and above for all services.
- High level of compliance with appraisal rates – 95% and above.
- No concerns in relation to finances and on track to deliver 93% of cost improvement plans.
- Staff survey results from 2023 have seen an improvement in a significant number of areas compared to the previous year.
- Real success being seen in urgent community response services and partnership working with the ambulance service. Significant growth in numbers being seen by our teams and therefore

reducing the need to transfer patients to hospital. 45% of patients on our virtual ward are identified through this route.

- The Board noted the introduction of 2 Admiral Nurses and the Service Directors new role of Programme Director for the Bedfordshire Care Alliance.

### **Ambulatory Care**

- Overall assurance opinions for Dynamic Health – substantial, iCaSH - reasonable and Dentistry - reasonable.
- Divisional finance update – main area of concern remains the financial gap for iCaSH services overall. However, it was reported that due to a variety of reasons a significant reduction in the forecast overspend for these services had been seen since the last reporting period. The team were thanked for their efforts in this area. Cost improvement plan being delivered for 23/24 with the majority of this being recurrent.
- **Dynamic Health** – waiting times in specialist services has seen a slight increase by 1 week, with average waiting times now being 10 weeks. Friends and Family feedback remains consistently high – 96% and above. Positive impact still being seen with the roll out of online booking across the service. Focus on health and wellbeing across the service has seen improved scores in 2023 staff survey for the team.
- **Dental Services** – service is experience an increase in violence and aggression incidents from service users and is seeing an increase in the number of complex patients. Slight reduction in Cambridgeshire and Peterborough special care dentistry waiting list down from 24 weeks to average of 23 weeks. However, slight increase in Suffolk from 10 weeks to 14 weeks. Minor oral surgery average waiting time 6 weeks. Sickness levels remain high and remains an area of focus. Additional training has been given to line managers in supporting staff with mental health issues.
- **iCaSH** – financial position remains the main challenge and a programme of work has been commissioned internally to develop a sustainable model for the future. Overall friends and family feedback above 95%. High levels of mandatory training compliance 95%. Caps in relation to express testing now rolled out across all services. Successfully mobilised new Bedfordshire contract and providing significant support to iCaSH Suffolk service in relation to their transfer to a new provider at the end April 2024. Sickness levels high in some services which has impacted on occasion service delivery. Long acting reversible contraception waiting lists reduced from 1007 to 897 at the end of January 2024. Violence and aggression incidents increasing in these services too, both face to face and over the telephone. Service has reviewed its safeguarding activity and a number of actions have taken place to support individuals and teams with this.

### **Escalation Points:**

**Matters for escalation and outcome required: No action required from the Board on any of the escalation points:**

- Safeguarding level 3 Adult training is below 90% for Bedfordshire and Luton Adult Services. Plan in place with safeguarding team in place to improve compliance and additional sessions have been put on to help with ease of access. iCaSH below compliance in this area and have plans in place to improve.
- Financial sustainability of iCaSH services, however, it is recognised that a programme of work has been commissioned internally to address this.
- Increase in violence and aggression incidents towards members of staff is being seen, in particular within dentistry and iCaSH services. Committee were updated with actions in place to support but wanted all Trust Board members to be aware of this increase and the impact that this has on our people.

**Risks of 15 or above and emerging risks:**

- None

**Outstanding practice and innovation for the Board to note:**

- **Luton Adult Services** – introducing a transport offer in line with core20plus5 for patients attending pulmonary rehabilitation course.
- **Dynamic Health** – visiting mosques and local groups in Peterborough to increase the knowledge of the services available to the local communities. Virtual multi-disciplinary team sessions between Cambridge University Hospitals Consultants and the service.
- **Dentistry** – staff culture events in Suffolk, Cambridge and Wisbech and introducing leadership Q&A sessions in Suffolk. Service achieved the Bronze award for sustainability in dentistry – one of only a few providers to hold this.
- **iCaSH** – service wide engagement in clinical audit and research.

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