

## Board of Directors – meeting held in Public

**13 July 2023**

<b>Paper title:</b>	Board Integrated Performance Report – May 2023 Data	<b>Agenda Item</b>  <b>15</b>
<b>Presented by:</b>	Kelly Barker, Chief Operating Officer	
<b>Prepared by:</b>	Deputy Director of Performance and Planning – with Senior Leadership Team members	
<b>Committees where content has been discussed previously</b>	Quality and Safety Committee 18/05/23 & 15/06/23 Mental Health Legislation Committee 25/05/23 Workforce and Equality Committee 27/04/23 Finance & Performance Committee 25/05/23 & 29/06/23	
<b>Purpose of the paper</b> Please check <b>ONE</b> box only:	<input type="checkbox"/> For approval <input type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion	
<b>Link to Trust Strategic Vision</b> Please check <b>ALL</b> that apply	<input checked="" type="checkbox"/> Providing excellent quality services and seamless access <input checked="" type="checkbox"/> Creating the best place to work <input checked="" type="checkbox"/> Supporting people to live to their fullest potential <input checked="" type="checkbox"/> Financial sustainability, growth and innovation <input checked="" type="checkbox"/> Governance and well-led	
<b>Care Quality Commission domains</b> Please check <b>ALL</b> that apply	<input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Caring <input checked="" type="checkbox"/> Effective <input checked="" type="checkbox"/> Well-Led <input checked="" type="checkbox"/> Responsive	

<b>Purpose of the report</b>
The Board Integrated Performance Report and the underpinning Committee dashboards and data packs support the Trust’s governance and assurance processes. They support Board oversight of performance, progress towards strategic goals and ensure responsiveness to emerging issues, with a clear line of sight from Board to ward/service including from escalation through daily lean management, groups and Committees through to Board.

<b>Executive Summary</b>
The report highlights the combined impact of high service demand, increased acuity and complexity and workforce challenges, exacerbated by industrial action and expected seasonal pressures, which continue to impact performance and waiting times.

Forward trajectories for key national metrics have been agreed as part of the 2023/24 operational plan, reflecting levels of investment, any workforce challenges and service transformation plans.

The Trust's performance management framework has been reviewed during quarter 4 of 2022/23. A set of measures and metrics have been co-produced with deputy directors and will be aligned to the Trust's refreshed strategic priorities once agreed. Strengthened oversight has been introduced from April, with escalation from Care Groups to the Senior Leadership Team Business Plan Performance meeting, and onto Committees and Board.

Dashboards with summary information will be supported by recovery plans where there is significant deviation from plan.

Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?

**Yes** (please set out in your paper what action has been taken to address this)

**No**

### Recommendation(s)

The Board of Directors is asked to:

- consider the key points and exceptions highlighted and note the proposed actions;
- consider any further attention via supporting Board Committee structures.

### Relationship to the Board Assurance Framework (BAF)

The work contained with this report links to the following strategic risks as identified in the BAF:

- SO1:** Engaging with our patients, service users and wider community to ensure they are equal partners in care delivery (QSC)
- SO2:** Prioritising our people, ensuring they have the tools, skills and right environment to be effective leaders with a culture that is open, compassionate, improvement-focused and inclusive culture (WEC)
- SO3:** Maximising the potential of services to delivery outstanding care to our communities (QSC)
- SO4:** Collaborating to drive innovation and transformation, enabling us to deliver against local and national ambitions (Board)
- SO5:** To make effective use of our resources to ensure services are environmentally and financially sustainable and resilient (FBIC)
- SO6:** To make progress in implementing our digital strategy to support our ambition to become a digital leader in the NHS (FBIC)

**Links to the Strategic Organisational Risk register (SORR)**

The work contained with this report links to the following corporate risks as identified in the SORR:

- 2504: Waiting lists in memory assessment services

	<ul style="list-style-type: none"> <li>• 2509: Community nursing services demand exceeding capacity</li> <li>• 2609: Organisational risks associated with out of area bed use (finance, performance and quality)</li> <li>• 2610: Core Children and Adolescent Mental Health Service waiting list</li> <li>• 2611: Improving Access to Psychological Therapies waiting lists</li> <li>• 2672: Lynfield Mount Hospital – Estate condition, associated impacts &amp; redevelopment requirements</li> </ul>
<p><b>Compliance &amp; regulatory implications</b></p>	<p>The following compliance and regulatory implications have been identified as a result of the work outlined in this report:</p> <ul style="list-style-type: none"> <li>• The NHS oversight framework describes how NHS England’s oversight of NHS trusts, foundation trusts and integrated care boards operates. Oversight metrics are used to indicate potential issues and prompt further investigation of support needs and align with the five national themes of the NHS oversight framework: quality of care, access and outcomes; preventing ill health and reducing inequalities; people; finance and use of resources; and leadership and capability.</li> </ul>

## Meeting of the Board of Directors

13 July 2023

### Board Integrated Performance Report – Board Highlights

#### 1. Purpose

The paper provides key points in relation to performance and to act as an update on the governance developments taking place at the Trust in support of continuous improvement on assurance, oversight and escalation within the Trust.

#### 2. Governance developments

Autumn 2022 saw analysis work commence to review the Trust's oversight, assurance and escalation systems. The work identified areas of strength and success, with some areas identified for further development. One of which was the Trust's performance management framework. This area was agreed by the Executive Management Team as a priority transformation project to take place in several phases over 2023/24.

Significant work has taken place Winter 2022/23 to support a series of actions being delivered to allow for a refreshed performance management framework coming into force April 2023. The improvement work is aligned to three strands of activity: culture; data; structures. All of which are being developed in conjunction with each other. The key actions that took place in readiness for April were:

- establishing a Task and Finish Group to oversee the work
- review of the Trust's data sets, and business intelligence management / mechanisms
- resetting the Finance, Business and Investment Committee to be a Finance and Performance Committee
- resetting the Senior Leadership Team meeting focused on operational and financial performance
- culture development to support purposeful conversations and coaching conversations and outlining the improvement activity taking place
- review and reset of the strategic, tactical, and operational meeting structure and associated cycles of business
- re-alignment of items from Committee work plans which were 'performance' focused in readiness for Finance and Performance Committee commencing, which included are-focus of each Committee's purpose
- analysis of existing measures and metrics, working with a variety of senior leaders and experts to co-produce the next suite of measures
- co-production of a new reporting template: recovery plan, to support discussion, escalation and action management from any area of business that is deviating from the agreed business plan.

During quarter one of 2023/24 further planned improvement work took place, including:

- development of the business partnering model
- culture development through training and raising awareness of progress made
- review and reset of the measures and metrics, aligned to the refresh of the Trust's overarching strategy: Better Lives, Together

- benchmarking and analysis of format for an integrated reporting framework looking at performance, risk and strategy deployment
- modelling of a training programme for staff colleagues on purposeful conversations and meaningful meetings, working with the Care Trust Way
- review and resetting the Committee dashboards
- review of the expected Committee measures and metrics aligned to the new Better Lives, Together strategy
- developed the process for strategy deployment assurance within the Trust

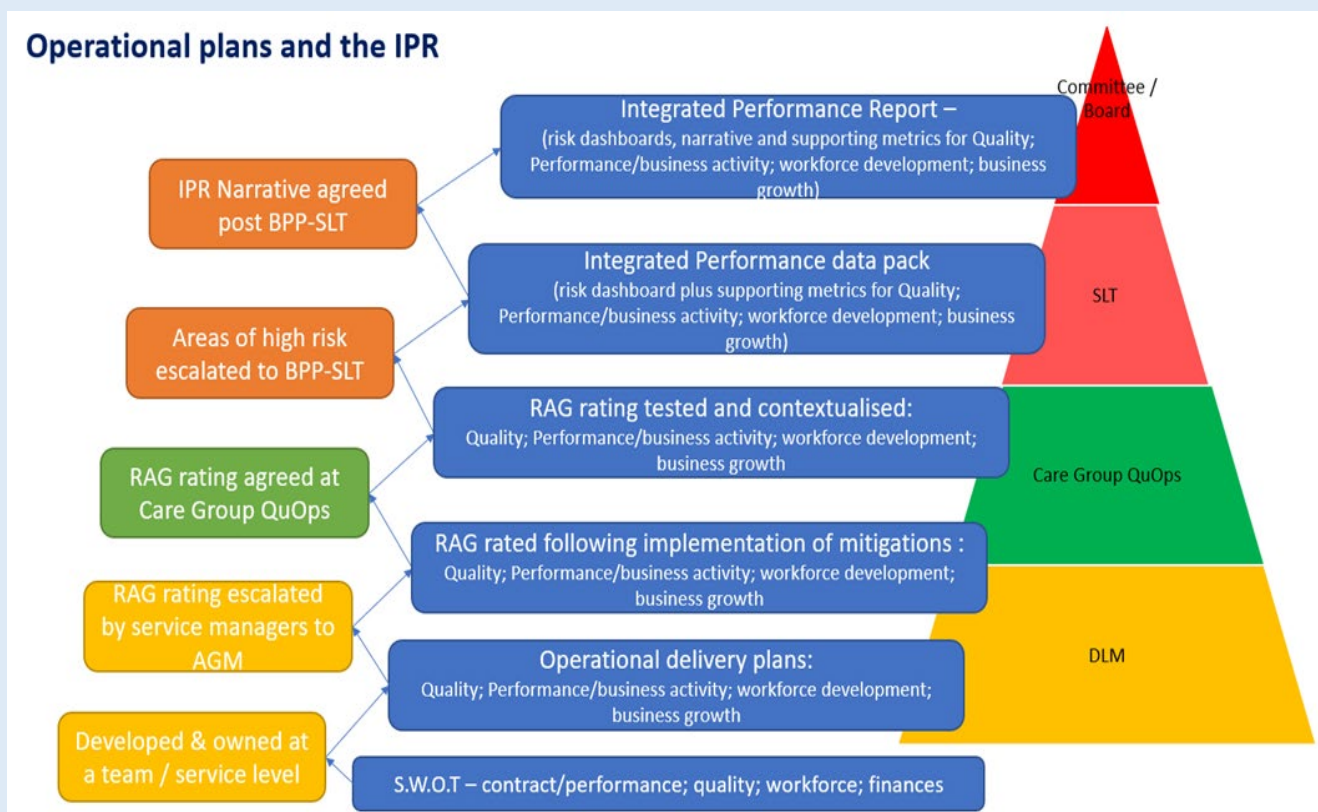
Whilst we work together through this iterative process, oversight will be maintained on improvement activity, and Trust performance within the Executive Management Team meeting, and the Board of Directors. With the three key components to integrate as part of our assurance framework being: strategic risk management; performance; and strategy deployment. The Trust's refreshed Better Lives, Together strategy has four supporting strategic objectives, as outlined below, which will be presented to the Board July for formal approval.



The draft template for the new monthly 'data pack' looking and strategic risk, strategy deployment, and performance, has been co-produced and will be presented for finalisation July. This will be a single source of integrated intelligence that presents a rounded picture of activity in support of triangulation and in recognition of the interdependencies within these three areas (strategy; risk; performance). As within our current oversight structure, the Board data pack, will be a culmination of the Committee dashboards, that will be updated following the discussion held at each Committee meeting.

The recovery plan, which is a new and key part of the assurance that will feed up to Committee, has been designed to outline the 'so what' part of the intelligence that we have.

By adopting this, the Trust aims to keep momentum and focus on any areas requiring support / further escalation / decisions being made, in a responsive manner.



### 3. Performance activity since May 2023

The common theme through all the data packs continues to be the combined impact of:

- high service demands, with increased acuity and complexity; and
- workforce challenges, with high labour turnover, continued difficulties in attracting and retaining professionally qualified staff and sickness absence, however positive improvements notes in key areas such as vacancy rates and on trajectory performance for reducing Labour Turnover
- Continued impact of Industrial Action across Quarter 1, both within BDCFT and neighbouring Trusts.

### Workforce – Labour Turnover and Vacancy Rate

Recruitment, retention and wellbeing of staff continue to be a key concern and focus. A comprehensive plan is in place and is being reviewed and revisited on a regular basis, overseen by the Workforce and Equality Committee. The Chief People Officer is triangulating risks relating to workforce, including vacancies and bank and agency usage, for consideration by the Committee.

## Labour Turnover

Labour turnover remains above the Trust's 10% target, at 14.36%, though has stabilised, with trajectories of improvement being in line with 23/24 Operational Plan (15% April and May 2023, 14% June and July 2023, 13% August 2023 onwards).

## Vacancy Rate

Positive progress in response to planned initiatives and interventions has seen overall Trust Vacancy rate fall to 7.66% against a target of 10%

## **NHS Oversight Metrics – Out of Area Placements**

Use of acute adult and Psychiatric Intensive Care Unit (PICU) out of area beds remains high. As reported throughout Quarter 1, there has been a significant increase in PICU out of area placements however we can now report a downward trend of PICU OOA demand with 5 OOA PICU beds being in use at time of writing the report.

Improved flow through adult acute mental health inpatient beds, reduction in occupied bed days and reduction in out of area bed days are key priorities in the 2023/24 operational plan. Tactical actions to improve inpatient flow are being taken, including targeted intervention for service users with the longest length of stay.

As part of the ongoing roll out of system strategic programmes, Four crisis respite beds opened in May 23 as planned, supporting an alternative pathway for individuals at the point of admission, preventing escalation into acute mental health inpatient beds this supporting flow and increased capacity across the acute pathway. This is part of a number of integrated programmes of work as part of Community Mental Health Transformation, developing alternative pathways within the community, delivering care and support out of hospital, moving towards prevention and away from crisis, inpatient models.

The 2023/24 operational plan assumed application of the continuity principles from 1 April 2023, under which beds block contracted from an independent sector provider will no longer be reported as inappropriate out of area placements. Whilst applying the continuity principles supports progress towards the NHS Long Term Plan aim of eliminating inappropriate out of area placements, the cost of out of area bed days remains a pressure for the Trust.

## **NHS Long Term Plan Mental Health Metrics – NHS Talking Therapies for Anxiety and Depression**

There is continued positive performance in many of the NHS Long Term Plan mental health metrics.

Of particular note, despite long term workforce challenges, with a national shortage of qualified practitioners, coupled with increased service user complexity, overall performance within NHS Talking Therapies for Anxiety and Depression pathways has improved. The proportion of people completing treatment who waited less than six weeks from referral to first treatment was reported in May at 76.6% against a target of 75%, performance has been below target since November 2022. Those who waited less than 18 weeks was at 98.9% against a target of 95% and recovery has remained consistently above 50%, now reported at 54.4%.

**Deputy Director of Performance and Planning –  
with Senior Leadership Team members**