

Board of Directors – Meeting held in Public

14 September 2023

Paper title:	Board Integrated Performance Report – July 2023 Data	Agenda Item 19.0
Presented by:	Kelly Barker, Chief Operating Officer	
Prepared by:	Deputy Director of Performance and Planning – with Senior Leadership Team members	
Committees where content has been discussed previously	Quality and Safety Committee Mental Health Legislation Committee Workforce and Equality Committee Finance & Performance Committee 24/08/23	
Purpose of the paper Please check ONE box only:	<input type="checkbox"/> For approval <input type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion	
Link to Trust Strategic Vision Please check ALL 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	
Care Quality Commission domains Please check ALL 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	

Purpose of the report
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.

Executive Summary
The report highlights the combined impact of high service demand, increased acuity and complexity and workforce challenges, exacerbated by industrial action and expected winter pressures, which continue to affect 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 and agreed in July 2023. These set of measures and metrics were co-produced with deputy directors that are aligned to the Trust's refreshed strategic priorities. Strengthened oversight had 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 for June 2023 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"> • 2509: Community nursing services demand exceeding capacity • 2609: Organisational risks associated with out of area bed use (finance, performance and quality) • 2610: Core Children and Adolescent Mental Health Service waiting list • 2611: Improving Access to Psychological Therapies waiting lists • 2672: Lynfield Mount Hospital – Estate condition, associated impacts & redevelopment requirements
<p>Compliance & regulatory implications</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"> • 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.

Meeting of the Board of Directors

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Board Integrated Performance Report – Board Highlights

1. Purpose

The paper provides key points in relation to May 2023 performance.

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 remaining higher than pre-COVID rates.

Challenges are being exacerbated by industrial action (both at BDCFT and at neighbouring trusts) and expected winter pressures and are continuing into quarter 1 of 2023/24 with an additional bank holiday and potential further industrial action.

2. 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, though seeing a considerably improved trend in quarter 1 of 2023/24 compared to quarter 4 last year. There are elevated labour turnover rates in both operational and corporate services.

To support retention, a new on-boarding and induction programme was implemented from April, with all new recruits welcomed in-person, supported by a follow-up programme which includes a 30, 60 and 90 day check-in. A Health & Wellbeing lead is being appointed to support teams with team risk assessments and bespoke interventions to improve wellbeing.

Given there is a lag time between consistent implementation of actions and them having a discernible impact, a gradual reduction in labour turnover that was agreed as part of the draft 2023/24 operational plan (15% April and May 2023, 14% June and July 2023, 13% August 2023 onwards) was met by the Trust for the first 3 months but slightly below target for August at 13.9%

Vacancy Rate

Although the vacancy rate remains above the Trust's 10% target, there has been an improving trend over the last six months with the Trust meeting the target for April, May and June 2023.

3. NHS Oversight Metrics – Out of Area Placements

Use of acute adult and Psychiatric Intensive Care Unit (PICU) out of area beds remains high due to a combination of reduction in bed capacity to support COVID infection prevention and control requirements for isolating and cohorting patients and acuity of service user presentation. Unexpected pressures in PICU in Q1, resulting in an average of 8 OAPs (240 bed days) in July.

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. Four crisis beds opened in May 2023 has already resulted in 14 admissions avoidance until July 2023. The community mental health transformation programme for 2023/24 and 2024/25 is being refocused and prioritised, phased in accordance with the highest impact on organisational challenges.

The 2023/24 operational plan assumes 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.

4. 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. However, workforce challenges, with a national shortage of qualified practitioners, coupled with increased service user complexity, continues to impact on access and waiting times for NHS Talking Therapies (previously known as Improving Access to Psychological Therapies).

Labour turnover remains high and recruitment of qualified practitioners and to trainee positions is challenging. There have been changes to the self-referral process to reduce assessment duration and increase therapy capacity and the service has outsourced activity to a private provider, which is supporting access and helping to address backlog and waits.

The Trust also met the forecasted 6- and 18-week waiting time targets from quarter 1 of 2023/24. The waiting time between first and second appointment shows an improving trend from since December 2022 and continues to stay within the anticipated threshold of 10%. As of May 2023 (latest published information) only 5.9% of referrals waited over 90 days between first and second appointment.

Changes to the Integrated Performance Report

In July 2023, the Board of Directors approved the refreshed better lives, together strategy. This included revised strategic objectives. In a change from the previous objectives, accountability for seeking assurance for the delivery of these objectives has been delegated to responsible Board committees as described below:

Committee	Strategic Priority	Theme
Finance and Performance Committee	Best Use of Resources	Theme 1: Financial sustainability
		Theme 2: Our environment and workspaces
		Theme 3: Giving back to our communities
	Best Quality Services	Theme 1 - Access & flow (performance perspective)
Quality and Safety Committee	Best Quality Services	Theme 1 - Access & flow (quality perspective)
		Theme 2 – Learning for improvement
		Theme 3 – Improving the experience of people using our services
Workforce and Equality Committee	Best Place to Work	Theme 1 – Looking after our people
		Theme 2 – Belonging in our organisation
		Theme 3 – New ways of working and delivering care
		Theme 4 – Growing for the future
Mental Health Legislation Committee	Best Quality Services	Theme 3 – Improving the experience of people using our services (specifically in relation to restrictive practices)
Board / All	Best Partner	Partnership
Audit Committee	Good Governance	Governance, accountability and effective oversight

In order to support the move to monitoring of progress against these priorities, the Trust has taken the opportunity to review the structure and content of the Integrated Performance Report (IPR) and the Committee dashboards that support the production of the IPR.

The main changes proposed are:

- Reduction of the amount of narrative included on data slides within Committee data packs (to be renamed the integrated Strategic Performance Report) – this is to support a shift towards the production of a Strategic Narrative report which will include relevant

contextual information, as well as describing key mitigations where performance is off plan.

- Changes in formatting to explicitly align the data to the strategic priorities and themes to enable better triangulation of multiple sources of intelligence.
- Integration of the Board Assurance Framework (BAF) into the new Integrated Strategic Performance Report, both at Board and Committee level.
- A reduction in the number of metrics received both at Committee and at Board Level – this is to support a further move away from operational grip and control sitting within Committees to a focus on strategic oversight and assurance.

Changes to the data included in the Board IPR and at by each Committee

As part of developing the refreshed better lives, together, a number of strategic metrics were identified which aligned to the Strategic Priorities and the themes within them. It is these Strategic metrics that will form the basis for the IPR.

As each Committee is delegated a specific area of responsibility with regards to delivery of the strategy, they will also receive the relevant strategic metrics. However, Committees will receive a broader range of data, presented in more detail than the Board IPR. This will include a suite of 'supporting' metrics, also aligned to each strategic priority and theme, but not directly identified in the strategy. Benchmarking performance from various sources will also be added to all possible metrics to provide ease of comparability.

Implementation of the new Strategic Integrated Performance Report

In order to ensure an orderly and safe transition to the new arrangements the proposed process will be:

- The data packs for Quality & Safety Committee on 19 September and Finance and Performance Committee on 28 September will be in the existing format but will include a section describing the changes being proposed, including a document highlighting changes to the metrics to be included, providing assurance as to ongoing monitoring of metrics which are to be 'retired' from the Committee dashboard going forwards.
- As there is no Mental Health Legislation Committee in October, therefore the meeting on 28 September will use the new Strategic Integrated Performance Report template, and there will be a paper explaining the changes. There are no changes to the data being received by this Committee.
- Quality & Safety Committee on 19 October will use the new Strategic Integrated Performance Report template
- Workforce and Equality Committee, Audit Committee and Finance and Performance Committee on 26 October will use the new Strategic Integrated Performance Report template. As Audit Committee and Workforce & Equality Committee will not have met before October there will be a paper explaining the changes a providing assurance as to ongoing monitoring of metrics which are to be 'retired' from the Committee dashboard going forwards.
- The Public Board Meeting on 9 November will receive the new version of the Strategic Integrated Performance Report (including BAF), plus the new AAA+D papers from all Committees.