

HSI22/018

GOVERNING BODY

Title of paper	Integrated Quality and Performance Report		
Agenda item	6.1	Date of meeting	6 April 2022
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Purpose	For decision	<input type="checkbox"/>
	To ratify	<input type="checkbox"/>
	To discuss	<input checked="" type="checkbox"/>
	To note/receive	<input checked="" type="checkbox"/>

Executive Summary
<p>As the Hampshire, Southampton and Isle of Wight CCG (HSIOW CCG) moves on a development programme towards operation as an ICS, it is developing a performance and outcomes framework that will more effectively bring together the collective management of performance, quality, finance and workforce around each work programme.</p> <p>This will take time, and dedicated resource, to establish.</p> <p>To support understanding, it was agreed that it would be helpful to produce an executive summary report that triangulates the key performance and quality issues affecting patients across Hampshire and the Isle of Wight (HIOW).</p> <p>This brief summary report presents the key system risks and issues, in response to non-achievement of key performance standards, which require escalation to the Quality, Performance and Finance Committee. It provides a high level summary of actions being undertaken by both the performance and quality teams and the impact of these risks/issues on patients.</p> <p>Members will note that key issues include:</p> <p>Urgent and Emergency Care:</p> <ul style="list-style-type: none"> • Sustained increase in demand for Urgent Care across all areas, with a particular risk being sustained increase in demand in the South Central Ambulance Service NHS Foundation Trust (SCAS) • 111 service call answering and response times • 999 service call answering and response times • Ambulance handover waiting time

<p>Maternity Services</p> <ul style="list-style-type: none"> Maternity services are facing considerable system workforce pressures and significant demand which could impact the quality of care delivered <p>Workforce pressures as a result of a higher level of Covid-19 incidence, affecting patient flow</p> <ul style="list-style-type: none"> The recent increases in Covid-19 case rates across HIOW have led to a increase in staff sickness across all health and social care services, up to a rate of 7% in some providers. This has impacted on onward care services in social care, as well as NHS services and resulted in pressure on staff in all services, and delays particularly in ensuring appropriate discharge from an acute setting. 	
Recommendations	To note the report and the issues raised
Publication	Include on public website <input type="checkbox"/>

Please provide details on the impact of following aspects	
Equality and quality impact assessment	None to note
Patient and stakeholder engagement	The report will be of interest to patients and stakeholders across the CCG
Financial and resource implications / impact	No impact
Legal implications	None to note
Principal risk(s) relating to this paper	Risks and issues in this report have, where relevant, been linked to an associated Governing Body Assurance Framework (GBAF) risk.
Key committees / groups where evidence supporting this paper has been considered.	The system risks/issues in this report have, where relevant, been linked to an associated Governing Body Assurance Framework (GBAF) risk.

Governance and Reporting – other meetings where <u>this paper</u> been discussed		
Committee Name	Date discussed	Outcome
Quality, Performance, Finance and Workforce Committee	23 rd March 2022	Noted



Hampshire, Southampton and
Isle of Wight

Clinical Commissioning Group

Governing Body Integrated Quality and Performance Escalation Report Part 1

April 2022

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Summary

Quality risks and issues are reviewed in detail at each of the local area quality committees and performance information is reviewed at local Integrated Care Partnership Boards and individually with Trusts. Following local area scrutiny, key quality and performance risks and issues requiring escalation to the Quality, Performance, Finance and Workforce Committee (QPFW) are agreed and summary reports, including deep dive slides on key areas, are provided to the QPFW.

The last QPFW took place on 23 March 2022 where it was agreed that a number of key issues including **urgent care, workforce resilience and capacity pressures (now, and forward looking)** should be escalated to the Hampshire Southampton and Isle of Wight CCG Governing Body.

This report summarises the current performance challenges, and the impact which those challenges are having on the quality of services delivered to our local population. These include

- **Urgent and Emergency Care:**
 - Sustained increase in demand for Urgent Care across all areas, with a particular risk being sustained increase in demand in the South Central Ambulance Service NHS Foundation Trust (SCAS)
 - 111 service call answering and response times
 - 999 service call answering and response times
 - Ambulance handover waiting time
- **Maternity Services**
 - Maternity services are facing considerable system workforce pressures and significant demand which could impact the quality of care delivered

Other key areas to note include:

- **Workforce pressures as a result of a higher level of Covid-19 incidence, affecting patient flow**
 - The recent increases in Covid-19 case rates across Hampshire, Southampton and the Isle of Wight have led to a increase in staff sickness across all health and social care services, up to a rate of 7% in some providers. This has impacted on onward care services in social care, as well as NHS services and resulted in pressure on staff in all services, and delays particularly in ensuring appropriate discharge from an acute setting.

The purpose of this report is to provide a high level summary of these areas for escalation to the Board, and review. This should be read alongside the performance report

Description	Actions being taken by the commissioning, quality and performance teams
<p>Urgent and emergency care</p> <p>1. South Central Ambulance Service NHS Foundation Trust (SCAS) – Operational Pressures: SCAS continue to experience significant operational pressure and are currently operating at Resource Escalation Action Plan (REAP) level 4 (severe pressure). The volume of calls being made to 999 and 111 services, together with workforce shortages within teams, are impacting both 999 and 111 response times and clinical standards.</p> <p>Within the call handling teams, sickness rates have been higher than normal.</p> <p>We have worked with SCAS to agree a recovery plan to improve 111 and 999 response times, and to try and support long term plans for increased recruitment and improved retention</p> <p>2. Acute provider occupancy levels: the continued increase in occupancy levels across acute providers (at an average of 93.5%) is leading to increased numbers of ambulance handovers with patients held in ambulances waiting for admission.</p> <p>There have been an average of 500 hours of ambulance time lost at our Trusts over each week of the last quarter.</p> <p>Taken together, these urgent care pressures are having a negative impact on the delivery of performance standards, patient experience and patient safety on these pathways. Notably:</p> <ul style="list-style-type: none"> • 4 hour AE performance has declined each month, against the 95% standard. It has averaged 70% over the last 6 months, in line with regional averages but some way from national standards. • the SCAS and IOW Ambulance Service response times for 999 patients in all categories are not being achieved – with calls for the most urgent patients (category 1) moving out to above 9 minutes, against the 7 minute standard. • the call abandonment rate for patients calling 111 moving to over 50%, with some days as high as 70% • incidents have been reported by the 999 service in relation to delays and staffing 	<p>SCAS:</p> <ul style="list-style-type: none"> • the impact of performance on quality of service delivery and patient safety was shared with CCG quality leads by SCAS at the November 2021 Clinical Quality Review Meeting (CQRM) • daily safety huddles where incidents are reviewed and considered continue • welfare calls continue to be reviewed by SCAS • long wait audits are undertaken by SCAS and any identified learning informs practice • staff feedback is collected and illustrates the challenges that they face on a daily basis and the impact that this is having on staff job satisfaction, resilience, well being and work life balance. • agreement of a performance plan to improve 999 and 111 call handling response times • action agreed with LRF partners to support SCAS services • support from other national ambulance services to support call handling response times. <p>All services:</p> <p>There are a combination of immediate actions being taken to ensure that we are maximising patient care, and longer term actions to address the underlying causes of delays.</p> <p>Short term actions include:</p> <ul style="list-style-type: none"> • review of care breaching the National Institute for Health and Care Excellence (NICE) standards i.e. stroke patients • development of an additional modular ward / bedded capacity at Portsmouth Hospitals as part of the wider system recovery plan • risk management plans being developed across all systems to ensure that patient safety is maximised in times of enhanced pressure • acute services providers and SCAS are reporting incidents as part of their internal governance processes, serious incidents are managed under the Serious Incident Framework. <p>Longer term actions include:</p> <ul style="list-style-type: none"> • develop a structured judgement review type tool to support patient reviews • full system action plan to increase same day emergency care (SDEC) pathways and increase community capacity. • developing workforce plans and strategic solutions to shortages in the onward care market.

Escalations from the March 2022 Quality, Performance, Finance and Workforce Committee

Description	Actions being taken by the commissioning, quality and performance teams
<p>Workforce pressures in urgent care as a result of a higher level of Covid incidence, affecting patient flow:</p> <ul style="list-style-type: none"> the recent increases in Covid-19 case rates across HIOW have led to an increase in staff sickness across all health and social care services, up to a rate of 7% in some providers this has impacted on onward care services in social care, as well as NHS services and resulted in pressure on staff in all services, and delays particularly in ensuring appropriate discharge from an acute setting. 	<ul style="list-style-type: none"> CCG Infection Prevention and Control (IPC) specialists and quality leads support continue to support care and nursing homes with outbreak management and are supporting homes to risk assess the safe admission or return of residents to homes during outbreaks where appropriate the IPC team are re-enforcing the new COVID-19 guidance for care homes, including reduced isolation periods for COVID-19 residents and earlier whole home testing mid outbreak to create more capacity.
<p>Maternity: considerable system workforce pressure and significant demand which could impact quality of care delivered.</p>	<ul style="list-style-type: none"> NHSE/I has published and shared a Maternity Resource Pack (published September 2021) which provides links to key documents focusing on improving safety in maternity care, key information about vaccination against COVID-19 and a summary of key projects and initiatives across the South East region to improve safety in maternity services. The pack is available via: https://www.southeastclinicalnetworks.nhs.uk/maternity-resource-pack/ significant recruitment of staff from September 2021 the NHSE/I National maternity and neonatal services action plan was sent to providers in August 2021 maternity surge plan agreed across providers to manage planned levels of births review and monitoring of serious incidents reported by maternity services to determine any harm as a result of workforce pressures. Learning from maternity Serious Incidents to be shared at a system level to support improvement deep dive quality analysis of maternity services to be undertaken an ICS maternity work stream quality lead has been identified learning from maternity Serious Incidents to be shared at a system level to support improvement maternity services have been asked by NHSE/I (in a letter 15 February 2022) to stop using total caesarean section rates as a means of performance management. The national Maternity Services Dashboard publishes Robson Group data at Trust level, and enables services to identify where they may be an outlier in terms of clinical outcomes, so that quality improvement work can be implemented locally the NHSE/I Regional Team Insights visits to maternity services are due to commence from March 2022 and will follow an appreciative enquiry approach.