

Board of Directors – Meeting held in Public

11 May 2023

Paper title:	Board Integrated Performance Report – March 2023 Data	Agenda Item 13
Presented by:	Mike Woodhead, Director of Finance, Contracting and Estates	
Prepared by:	Susan Ince, Deputy Director of Performance and Planning – with Senior Leadership Team members	
Committees where content has been discussed previously	Quality and Safety Committee 19/01/23 & 16/02/23 Mental Health Legislation Committee 26/01/23 Workforce and Equality Committee 16/02/23 Finance, Business and Investment Committee 26/01/23	
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 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 is being 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 March 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:

	<ul style="list-style-type: none"> • 2485: Reduced staffing levels in speech and language therapy core paediatric service due to vacancies • 2504: Waiting lists in memory assessment services • 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 • 2620: Increased demand on speech and language therapy community adult service • 2661: Increased demand on speech and language therapy paediatric complex needs service • 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 March 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 has stabilised in quarter 4 of 2022/23 (January 16.2%, February 15.7%, March 15.3%). There are elevated labour turnover rates in both operational and corporate services. In March 2023, the areas with the highest levels of turnover were:

Service / Care Group	Labour Turnover
Specialist children's services	24.84%
Finance	23.21%
Podiatry	22.30%
Estates and facilities	20.20%
District nursing services	19.40%
Improving Access to Psychological Therapies	18.89%
Child and Adolescent Mental Health Services	18.32%

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.

Given there is a lag time between consistent implementation of actions and them having a discernible impact, a gradual reduction in labour turnover has been agreed as part of the draft 2023/24 operational plan (15% April and May 2023, 14% June and July 2023, 13% August 2023 onwards).

Vacancy Rate

Although vacancy rate remains above the Trust's 10% target, there is an improving trend over the last six months with the rate decreasing from 12.9% in October 2022 to 10.4% in March 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. There has been a significant increase in PICU out of area placements, with 10 PICU patients out of area in March 2023, for a total of 219 bed days. A contributory factor has been the temporary closure of the PICU seclusion room. Estates work has been completed and the seclusion facility was operational from late April. The Clinical Board will be considering ways to maximise use of the three seclusion rooms available across the Trust's acute adult and adult secure wards.

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 respite beds, being mobilised by Bradford Council and Bradford and Craven Health and Care Partnership, are now due to open in May 2023. This provision will help to prevent unnecessary admissions to acute mental health beds. 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). The proportion of people completing treatment who waited less than six weeks from referral to first treatment was 71.1% for the three months January to March 2023. Performance has been below the national standard of 75% since November 2022.

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.

Waiting time performance is forecast to recover and meet the national targets from quarter 1 of 2023/24. The waiting time between first and second appointment shows an improving trend from May to December 2022 (latest published information). In December only 5.6% of referrals waited over 90 days between first and second appointment, meeting the national 10% standard for the first time since July 2021.

Susan Ince, Deputy Director of Performance and Planning – with Senior Leadership Team members

25 April 2023