

Meeting:	Grampian NHS Board
Meeting date:	1 December 2022
Item Number:	5.1
Title:	System Pressures Performance Report
Responsible Executive/Non-Executive:	Caroline Hiscox, Chief Executive
Report Author:	Kate Danskin, Chief of Staff

1 Purpose

This is presented to the Board for:

- Review and scrutiny - The Board is asked to note that the demand across the system continues to challenge the ability to consistently meet the three key objectives described at 2.1 below and to agree it has received assurance about system performance within the specific context of demand pressures and workforce availability and resilience.

This report relates to:

- Progress against key organisational objectives.

This aligns to the following:

- Annual Delivery Plan August 2022 - March 2023 three key objectives (see below at 2.1)

2 Report summary

2.1 Situation

NHS Grampian final draft Annual Delivery Plan (ADP) August 2022 – March 2023, as discussed at the Board meeting on 6 October 2022, sets out three key objectives towards achieving the strategic ambitions detailed in the Plan for the Future 2022-2028. These are:

- a. Work towards reducing delays in accessing care
- b. Continue to support colleagues to be safe and well at work

- c. Create the conditions to enable us to make changes which lead to better and more sustainable health and care.

As agreed at the Board seminar on 7 July 2022 and at Board meeting on 4 August 2022, a new Board performance report is being developed with the aim of shifting performance reporting for the Board from a retrospective position to a strategic report setting out overall progress against the strategy.

To ensure the transition to the new Board performance report as it develops in an iterative and co-created manner to meet the needs of the Board, it was agreed the System Pressure Performance report would continue to be presented to the Board. This will be stepped down as soon as the new report meets the needs of the Board.

2.2 Background

The work to develop a refreshed performance assurance framework (PAF) continues. This will focus on measuring performance against NHS Grampian's annual delivery plan and NHS Grampian's strategy - the Plan for the Future.

This is a significant piece of redesign work and the refreshed PAF will be completed for endorsement by the Performance Assurance, Finance and Infrastructure Committee by the end of March 2023. Testing and refining of new approaches to inform the framework has begun, with the focused aim of ensuring an effective tiered approach to performance reporting, management and assurance.

However, as stated above, in order to ensure there are no gaps while this process is underway, the system pressure report is being presented to the Board. This is at appendix 1 and the remainder of this report relates to this data set.

2.3 Assessment

The data and brief narrative in the data pack at Appendix 1 sets out an overall summary of the Board's key performance metrics at 9 November 2022. The summary on page 3 draws key factors to the Board's attention.

The data pack demonstrates continued capacity pressure across the whole system. Significant programmes of whole system work to improve both emergency department performance and waiting times performance continue. These are overseen by Unscheduled Care Programme Board and Integrated Specialist Care Programme Board, in collaboration with Scottish Government colleagues. This is reviewed and considered regularly at the Chief Executive Team business meeting.

The detail of both these programmes was discussed at the Performance Assurance, Finance and Infrastructure (PAFIC) Committee meeting on 19 October 2022 and an update will be provided at the next PAFIC Committee meeting on 21 December 2022.

2.3.1 Quality/ Patient Care

There is weekly oversight of quality in relation to safe, effective, person centred care through a weekly Clinical Risk Meeting (CRM). This is chaired by the Medical Director and/or Executive Nurse Director and considers data collated over the previous seven days with a view to identifying new clinical risks from across the whole system. This includes risks identified from new major or extreme adverse events, new adverse events in relation to Covid-19 and staffing issues, complaints and feedback/care opinion, Infection Prevention & Control, derogation reports, Director of Public Health Care Home report, new or escalated risks, violence and aggression events, RIDDOR events, falls, tissue viability reports and hospital clinical emergency calls. The weekly system pressure report, accompanying this paper, is also considered.

CRM raises any immediate escalations required to Chief Executive Team (CET). Reporting from CRM is to the Quality and Safety Group, which in turn reports quarterly to CET Business Meeting and into Clinical Governance Committee.

It is acknowledged that reporting specifically on the effectiveness or impact on care of the sustained system pressures is extremely challenging to monitor.

National auditing reports on key services' performance against speciality standards allows benchmarking across other Board's performance for these specific areas. The new PAF development work includes consideration of how to reporting on quality of care effectively.

2.3.2 Workforce

The sustained capacity pressure across the whole system undoubtedly continues to impact on colleagues' well-being and this remains a critical priority for NHS Grampian. The staff health & well-being programme continues to progress, in tandem with responding to the culture survey results.

CRM considers the impact on colleague well-being in relation to incidents and considers Values Based Reflective Practice report at its weekly meeting.

2.3.3 Financial

The Board's financial performance is reported in detail to each meeting of the Performance Assurance, Finance & Infrastructure Committee and there is a separate Finance Report at item 6 on the agenda for today's meeting.

2.3.4 Risk Assessment/Management

NHS Grampian's risk management system records risk assessments and subsequent management of the risks relating to key performance metrics, including Emergency Department four hour standard performance and waiting lists for planned care.

As described at 2.3.1, new risks or escalating risks are considered weekly at Clinical Risk Management (CRM) meeting.

There is a continued risk of reputational damage and loss of confidence by the population NHS Grampian serves. There is a requirement to continue to review proactive communication to mitigate this risk. The review of the PAF includes consideration of public performance reporting which will also mitigate against reputational damage.

The risk escalation system was reviewed by the Audit & Risk committee at their meeting on August 2 2022. Further development of risk process continues, with a workshop planned for the January 2023 Board Seminar.

2.3.5 Equality and Diversity, including health inequalities

Equality and diversity factors are being considered as part of development of PAF and as part of the project plan, in accordance with NHS Grampian's strategic intent.

2.3.6 Other impacts

All are outlined above and in the attached report.

2.3.7 Communication, involvement, engagement and consultation

The development of the Plan for the Future, from which the Annual Delivery plan 2022-23 was constructed, involved consultation with citizens, colleagues and partners. The enclosed System Pressure performance report is widely shared in NHS Grampian.

Processes for involvement, engagement and consultation are included in the project planning for the development of the renewed PAF.

2.3.8 Route to the Meeting

The attached system pressure data pack at Appendix 1 was considered at the following meetings:

- Whole System Decision Making Group Meeting, 17 November 2022
- Chief Executive Team Business Meeting, 15 November 2022

2.4 Recommendation

The Board is asked to:

1. Note that the demand across the system continues to challenge the organisation's ability to consistently meet the three key objectives described at 2.1 above and
2. Agree it has received assurance about system performance within the specific context of demand pressures and workforce availability and resilience.

3 List of appendices

The following appendix is included with this report:

- Appendix 1 – System Pressures Report as at 9 November 2022