

Meeting: Governing Body			
Meeting Date	26 January 2022	Action	Receive
Item No.	11.2	Confidential	No
Title	Quality Report		
Presented By	Catherine Jackson (Executive Nurse, Director of Nursing & Quality)		
Author	Catherine Jackson (Executive Nurse, Director of Nursing & Quality) Carolyn Trembath (Head of Quality) Sarah Tomlinson (Quality Assurance Manager)		
Clinical Lead	Catherine Jackson/Cathy Fines		

Executive Summary
The Quality Dashboard provides an overview of: <ul style="list-style-type: none"> Provider Updates CHC/complex care update Independent/Small value contracts Covid19 Key actions/learning/successes
Recommendations
It is recommended the Governing Body: <ul style="list-style-type: none"> • Consider this report and provide feedback • Note the focus areas raised • Note recommendations made and take action where required

Links to CCG Strategic Objectives	
SO1 - To support the Borough through a robust emergency response to the Covid-19 pandemic.	<input checked="" type="checkbox"/>
SO2 - To deliver our role in the Bury 2030 local industrial strategy priorities and recovery.	<input type="checkbox"/>
SO3 - To deliver improved outcomes through a programme of transformation to establish the capabilities required to deliver the 2030 vision.	<input checked="" type="checkbox"/>
SO4 - To secure financial sustainability through the delivery of the agreed budget strategy.	<input type="checkbox"/>
Does this report seek to address any of the risks included on the Governing Body Assurance Framework? If yes, state which risk below:	
GBAF <i>[Insert Risk Number and Detail Here]</i>	

Implications						
Are there any quality, safeguarding or patient experience implications?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Has any engagement (clinical, stakeholder or public/patient) been undertaken in relation to this report?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Have any departments/organisations who will be affected been consulted?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Are there any conflicts of interest arising from the proposal or decision being requested?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Are there any financial Implications?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Is an Equality, Privacy or Quality Impact Assessment required?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
If yes, has an Equality, Privacy or Quality Impact Assessment been completed?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
If yes, please give details below:						
If no, please detail below the reason for not completing an Equality, Privacy or Quality Impact Assessment:						
Are there any associated risks including Conflicts of Interest?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Are the risks on the CCG's risk register?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>

Governance and Reporting		
Meeting	Date	Outcome
Quality and Performance Committee	08/12/2021	Share with Governing Body for information

Date: 26th January 2022
Title: Quality Report
Author: Catherine Jackson, Director of Nursing & Quality Improvement
Carolyn Trembath, Head of Quality
Sarah Tomlinson, Quality Assurance Manager

KEY POINTS/ISSUES OF CONCERN

Northern Care Alliance Foundation (NCA) Trust (Bury, Oldham and Rochdale Care Orgs)

Pressures in Emergency Department (ED)

Pressures with patient flow across all Care Organisations (COs). Significant work in train with support from NHS England, to undertake rapid improvement events focusing around current capacity situations and breaking it down. Patient acuity is the biggest pressure which doesn't allow for much in the way of increased operational efficiency.

Operationally, patients are being managed as safely as possible with social distancing and hourly intentional rounding ensuring regular observations are done particularly where patients are managed in corridors. Patients are being nursed on beds not trolleys, receiving regular nutrition and hydration at all times during their waits.

ED trigger tool developed to be used to escalate to the senior team when there are capacity issues to allow for additional workforce support to be sourced.

12hr breach reporting

Noted an inconsistency in the 12hr breach notification templates being sent to NHSE/CCGs from the COs. There is a need to standardise the information being received from NCA to ensure that this is complete relating to harm free care and duty of candour. This will also assist with the assurance about harm free care.

Marispan Guidance

Work is underway to learn from a recently reported Serious Incident (SI) regarding multi-agency working for patients with severe anorexia nervosa as per the Royal Colleges of Psychiatrists, Physicians and Pathologists Marsipan guidelines. These guidelines have been shared across the COs to understand the key requirements of joint working for patients with severe eating disorders in acute, primary care, mental health and specialist teams.

Paediatric planning in Oldham

Joint work in place across Greater Manchester to enable improvements in paediatric services which Oldham CO is fully engaged with. Wide focus looking at ED, new born

babies and inpatient areas and reviewing staffing ratios to support this. Concern is about increases in respiratory illnesses in children and the impact this may have coming into winter which joint working will assist with.

Rochdale - Rheumatology

There have been some concerns around staffing in rheumatology and some leadership roles, but recent successful recruitment to a Band 8a nurse should see these resolve.

Bury Being Well programme

Being Well programme being developed in Bury CO but would be rolled out across NCA. Four strands –

Deciding well
Referring well
Waiting well
Recovering well

Waiting well and recovering well would focus on issues of elective care and waiting list management to try to reduce/mitigate harm. Information would be shared as the programme develops.

Clinical Pathway disaggregation

Workgroups now formed looking at disaggregation of pathways across the Manchester Foundation Trust (MFT) and NCA as part of disaggregation of Pennine Acute COs, North Manchester General Hospital to MFT and Fairfield General, Royal Oldham Hospital and Rochdale Infirmary to NCA.

Incident Management

Programme of work underway across NCA related to the new Patient Safety Incident Reporting Framework (PSIRF) and Learning From Patient Safety and Experience (LFPSE).

Northern Care Alliance (NCA) Community Services

Skills for Health – Wound Care Framework

Through the Community SI Panel, the NCA Pressure Ulcer Collaboratives are being asked to ensure that future assurances cover the requirements and learning into Integrated Neighbourhood Teams.

Quality Improvement work being undertaken relating to pressure ulcer/wound care alongside an improved reporting culture has seen a positive increase in SI reporting. This is being followed up at the Community SI Panel to understand joint working between District Nursing and Tissue Viability Nursing services and resilience.

Pennine Care Foundation Trust Mental Health (PCFT) Services

Pressures

Bury services remain under significant pressure and continue to operate in a 'business continuity' mode to maintain safe staffing levels. This reflects the impact of C19 related backlogs and increased new demand, Bury CO ED pressures on PCFT's ED liaison service and the high flow and turnover of very unwell patients on Bury's 2 working age acute wards. Across the trust, services are seeing a sustained increase in self-harm incidents, with work underway to understand and respond.

The CCG's recent investment into Community Mental Health Team (CMHT) and Children and Young People (CYP) services will take time to result in service and wider system improvement, with patients being managed as safely as possible in the interim.

Single Sex Accommodation Plan

The completion of the trust's programme to move to single gender acute wards remains on hold. Whilst working age acute wards are now all single gender, older people's acute wards are mostly not. An update is expected by March 2022.

The trust is holding its 2nd annual 'Great Big Thank You Week' to recognise the ongoing hard work and commitment of its staff and volunteers, with activities, promotion of achievements and celebration of long-serving staff.

Nursing Homes

Nazareth House - Nazareth care have informed the CCG and Local Authority (LA) they have successfully recruited to five Registered Nurse (RNs) posts. Two RNs have already commenced in post and are undergoing a supported induction period. Nazareth Care are currently recruiting to a new Clinical Lead/Deputy Manager post and are committed to ensuring the post remains clinical to support the Home Manger. Weekly visits to Nazareth House are being undertaken by Local Authority and CCG to support with the CQC action plan. Feedback from Continuing Health Care (CHC) team following recent reviews was that care of the residents is evident and the home is in good order on entering. Meetings between LA, CCG, CQC and Nazareth care are ongoing, including very senior management of all organisations, to ensure a supportive and collaborative approach continues.

Bank House - The owners of Bank House have stated their intention to de-register the nursing beds from December 2021. The reason cited is the challenge of Registered Nurse recruitment, and of obtaining temporary staffing through agencies. Reviews are currently being undertaken and placements identified for those who have nursing needs. The Home Manager and the owners of Bank House have communicated well and fully engaged in the process of de-registration. They are ensuring the needs of the residents are fully taken into consideration including robust reviews to support anyone who may be able to remain within their home at Bank House.

Cameron House - Roseberry Care, the organisation which runs Cameron House, are exploring the possibility of de-registering the nursing beds, for the same reason cited by Bank House. They have approached Bury Local Authority and CCG to seek ways to resolve the staffing crisis. They are also reporting challenges of care assistant recruitment and temporary staffing through agencies.

The annual nursing home safeguarding assurance has commenced. There has been good engagement from the nursing homes so far and positive progress seen in respect of safeguarding compliance.

General Practice

The Uplands Medical Practice

Care Quality Commission (CQC) inspection published 7th January 2022 – Overall rating Inadequate. Rated as Requires Improvement in Safe, Effective, Caring and Responsive Domains and Inadequate in Well-led. Action plans are now being drafted to respond to the key requirements in the report.

Independent Sector

LANCuk

A recent CQC inspection of this autism and Attention Deficit Hyperactivity Disorder (ADHD) adult diagnostic service resulted in a Warning Notice and CCGs' issuing a parallel Contract Performance Notice. CQC found significant issues with medicine and client record processes. However, assurance was gained from a subsequent quality monitoring site visit by the lead commissioner, Heywood, Middleton, Rochdale (HMR) CCG, with evidence of remedial actions

The provider is maintaining a quality improvement trajectory for wait times for 1st appointment and diagnosis reducing, whilst also managing a doubled referral rate and extending their post-diagnostic coaching support model. The next CQC inspection is due later in January 2022.

Small Value Contracts

Early Break 'Getting Help Line' (non-urgent/non-clinical mental health support & guidance) Proactive monitoring of callers' demographics to target under-represented groups. CCG is working with the service to capture urgent, crisis support being provided.

Bury Involvement Group 'peer-led crisis service' (urgent, non-clinical, face to face mental health support)

Very positive 6-month review, with extensive user and professional feedback demonstrating value of the service.

Social Care (including CHC)

Impact of Covid 19 vaccination in care homes – applying the requirement for vaccination in care homes has been challenging for those organisations in terms of workforce planning

and implementing arrangements in order to be compliant. Some care homes have seen staff leave rather than take up the vaccination and this has caused additional staffing issues at a time when recruitment is already challenging.

Recruitment of staff – recruiting and retaining staff continues to prove challenging, particularly recruiting younger people. This impacts on the ability to provide continuity of care and puts an over reliance on overtime and agency staff.

Budget constraints – financial pressures make it difficult to stimulate the market to address gaps in provision.

Implementation of Real Living Wage (RLW) across providers – work has been required to communicate the local decision around RLW implementation, to engage providers with this and to address the concerns they have about how this will be implemented. This will also create further budget pressures in terms of funding increases to RLW in future years

Face Fit Testing

New processes and database set up to ensure all staff are using the appropriate equipment (FFP3 masks) for their roles and reviewed within necessary times frames.

Learning from completed / published DHR/MHH/SAR/SCR – nothing reported since July 2021

SUMMARY

- **Summary of Actions since last Quality Board**

Pharmacy assist COVID19 testing provision being launched in Bury

Engagement with North West Patient Safety Specialist Network to understand impact of PSIRF

- **Key quality improvements in this reporting period**

Better than average uptake of Covid19 vaccination in care home workforce

Successful re-tender of the care at home service and subsequent implementation

- **Lessons for wider sharing**

Joint working across health, social care and support living providers to enable access to health care and COVID19 vaccines to vulnerable people in calming environment.

- **Any awards / areas of good practice to be recognised**

Creative Support – recent CQC inspection maintained an overall Good rating, and maintained Good ratings in all 5 key domains, for their supported living service for people with a learning disability and autistic people in Bury.

Sunflower Hidden Disability Scheme – a Bury system approach is being taken with partners, reflecting NCA Bury Care Organisation's new membership of the scheme being rolled out alongside mass vaccination sites adoption of the scheme. This builds on existing flexibility and extensive provision of reasonable adjustments to support the uptake of Covid19 and flu vaccination for vulnerable residents.

END

January 2022