

Appx B - CLCH RESPONSES TO THE POINTS RAISED BY BARNET HOSC, December 2023

The committee commented that the colour chart showed poor performance on falls – though it was noted that the target set is high and the team is working hard on falls prevention.

The trust continues to have a zero target for falls in bedded units with moderate or above harm however for the year to date there have been six falls. In response to this there has been a falls review which demonstrated that a common root cause of 4 of the falls reported is that patients do not seek support from staff when trying to mobilize.

In response to this the following actions have been put in place:

- There are discussions with patients about the increased risk of a fall as they become more independent.
- Falls education leaflets are shared with divisions via falls champions. The leaflets are given to patients on admission and also on day 10 prior to discharge
- Work is underway to develop Independence guidance.
- Matrons are now using new post falls review template. Its use will be reviewed at the falls prevention group.
- A call bell response times audit will be reviewed and the results shared monthly.

The trust is also:

- Enhancing the post falls management approach – this includes top to toe checks and lifting equipment guidance.
- Ensuring alignment of the current falls policy and national audit of inpatient falls (NAIF) guidance.
- Ensuring that falls sensors are in use across all our bedded areas
- Ensuring that the 'Actions Required' from a multifactorial falls risk assessment (MFRA) are completed at the time of admission and inform care planning.

The committee was disappointed that the staff vacancy rate was higher than usual though noted this was common across many sectors currently and that CLCH was working hard to recruit and retain staff.

As with all other NHS trusts, CLCH has to work hard to recruit and retain staff. As of October 2023 the clinical staff turnover rate was 13.6% with a clinical staff turnover rate of 16.4%. This is an improvement on the figures as reported in the quality account for 2022-2023 which showed the clinical staff turnover rate as 17% and a vacancy rate of 17.6%.

A number of innovative initiatives have been put in place to recruit and retain staff. These include apprentice nursing associates (ANAs) being introduced into specialist services such as walk in centres and the development of professional networks – for example role specific networks are in place for physiotherapy, occupational therapy, speech and learning therapy and health visitors. The trust continues to expand the number and type of apprenticeships that we offer. Currently we have 46 ANAs, 24 registered nurse degree apprenticeships, seven occupational therapy apprentices, and 40 non-clinical apprentices. Plans for further expansion continue.

Furthermore a forum for community nursing is being developed. The Trust also has a modelling the way group. This group meets monthly to discuss, amongst other things, new ways of working and support of new roles.

Finally the trust continues to recruit from overseas. There are 188 staff in the overseas' recruitment pipeline. This figure includes 169 nurses and 13 occupational therapists.

The committee was concerned that only 55% of the volunteer group surveyed felt that they had a positive impact on staff.

During the current year – 2023/2024 the head of volunteering and engagement manager has made a concerted effort with the trust's volunteers to show the positive impact that their time has had on both staff and patients. In this year's engagement survey 71% of volunteers said they could see the difference they make when volunteering and 64% said they were regularly thanked for their volunteering team.

The volunteering manager will continue to build on the results of this survey using case studies and impact testimonials from staff. She will also be feeding back information about the amount of around time and the number of patient interactions to demonstrate to volunteers how much their time and talent means to CLCH.

The committee was disappointed that community health services for adults and for children, young people and families had received a 'requires improvement' CQC rating on safety though it was noted that an action plan was in place.

The rating of the 'Safe' domain relates to the inspection of children's services that was held in February 2020. Following this in June 2020, the CQC set CLCH an action to ensure that there were sufficient suitably qualified members of health visiting staff in Brent to meet the needs of children and their families, and to monitor workforce levels across all health visiting teams to ensure they can safely meet service demand. In response to this the Trust continued to actively recruit health visiting staff to ensure that service demand is met. This is coupled with continuous demand and capacity monitoring to ensure that safe staffing levels are achieved. Additionally a complete review of the staffing model and the clinical model in health visiting teams across the Trust was undertaken. This included exploring the potential to make changes to the provision of the service contract with our commissioning partners.

With respect to patients requiring Harrow community health services, in December 2022 the CQC set the Trust an action to ensure that there were robust processes and systems in place to meet their needs safely.

In response to this, the Trust successfully recruited several new members of staff; introduced clinical triage functions to ensure that staffing is applied appropriately across the service's three localities and is introducing a 'units of time' for the allocation process to ensure caseload allocation is equitable and achievable within the working day of a community nurse. Furthermore work continues across the Trust to ensure that safe and effective staffing levels are in place to meet the needs of the populations we provide services to.

There has been no further reinspection by the CQC regarding this but we believe that the Trust would now achieve a good rating.

With specific regard to Barnet, the Trust no longer provides any health visiting services here. The provider is now Solutions4Health.