

CLCH QUALITY ACCOUNT – MID YEAR UPDATE

Concerns of the HOSC expressed on 2018/19 Quality Account:

- Although the Committee noted that recruitment and retention of staff was currently a nationwide and particularly London-wide issue, it was concerned that the Trust's staffing levels could impede its ambitious expansion plans. High standards could be difficult to maintain given staff shortages and there might be a danger that acute hospital attendances would increase due to vacancies in CLCH.
- The Committee noted that the Trust had received a CQC rating of 'Requires Improvement' in the 'Safe' domain in Community Health Services for Children and Young People, which was due mainly to higher-than-recommended caseloads within the Health Visiting Service.
- The Trust had only 'partially achieved' or 'not achieved' its quality priorities on staffing: Campaign Five – Here, Happy, Heard and Healthy. The Committee would await the mid-year update to see whether progress had been made.
- The Committee expressed concern about the possible adverse impact that moving some senior staff to expand its services into Hertfordshire might have on the leadership of Barnet services.
- The Committee noted the amber KPI regarding staff appraisals but was reassured that significant work had been undertaken to improve the appraisal rate.
- The Committee was disappointed that the Trust had failed to achieve three targets under the 'Preventing Harm' section of its Quality Campaign:
 1. Eight falls were recorded in bedded units with harm (moderate or above) against a target of zero
 2. 133 pressure ulcers category 3 & 4 were recorded against a target of 96 (although the Committee were informed that the number in Barnet had reduced)
 3. Five CLCH acquired pressure ulcers category 3 & 4 were recorded in bedded units against a target of zero.

In addition Members asked Kate Wilkins about the following:

1. Why were the Walk In Centres not included in the Quality Account? The Director of Public Health would ask the CCG about this following the meeting as this was not within the remit of HOSC to scrutinise as part of the CLCH Quality Account.
2. The Trust's Staffing Strategy? This information would be forwarded after the meeting.
3. The Chairman asked about CLCH's expansion plans into Hertfordshire and whether this might have a negative impact on Barnet particularly in terms of staffing? She noted that Kathy Walker who is currently the Divisional Director would cover the Hertfordshire area and a new appointment had been made for Barnet, Dennis Enright, who knew the area well.

4. Recruitment issues regarding Health Visitors and District Nurses and whether this might impact on CLCH being able to prevent an increase in admissions to A&E? She would take this back and respond after the meeting.
5. The numerous 'partially achieved' results in the Quality Account? These were conservative assessments as some areas were more nebulous and therefore more difficult to assess.
6. Omitted information in the local and national audit section? The Committee would be sent this as soon as it became available which should be before the end of May.

Mid-year Update Response from CLCH:

Staffing vacancies /Recruitment

The current vacancy rate (as of the end of Q3) for clinical staff is 12.69%.

The number of vacancies remain an issue for us, as it does across the wider NHS and London in particular; however the Trust has set up seven Workforce Action Teams (WATs) to look at vacancy hotspots. The WATs have met regularly since they were set up in September. They have identified issues are the following actions are being proposed to address the issues raised:

- Work is ongoing to remove bottlenecks to ensure that all current vacancies are in the recruitment pipeline and the recruitment team is actively engaging with CBU managers to resolve shortlisting delays during the recruitment process;
- The quality of our vacancy adverts is being reviewed and improved through a focus on unique selling points of roles, services and locations and adverts are being placed in publications and social media platforms that are best suited to increase the attraction of candidates for each role;
- There will be attendance at upcoming recruitment fairs including the Nursing Careers and Job Fairs in Birmingham and London.
- Joint recruitment initiatives are being conducted with other WATs where there are similar challenges recruiting to specific roles in shortage professions, for example arrangements are underway to place a Trust-wide advert for B5 – B7 Community Nurses in the Nursing Times designed to attract nurses to three boroughs. Similar initiatives are underway for joint adverts for occupational therapists and other hard to recruit roles.
- The Deputy Director of HR working with Estates on a Corporate Housing Project that seeks to provide additional housing for key workers in areas of priority across the Trust.
- The Trust is in the process of recruiting at least 60 Band 5 nurses from the Philippines.
- Implementation of Retire and Return - CBU managers in the WATs are targeting staff of 55 years and above to have conversations to encourage them to return to work following their retirement. This includes exploring a number of flexible options which may be suitable.

Appraisals: Other than for the newly acquired Hertfordshire staff, the Trust appraisal rate has now achieved the Trust target.

Expansion into Hertfordshire/Impact on Barnet:

We are pleased that both the Divisional Director of Operations (DDO) and the Director of Nursing and Therapies (DDNT) for North Central Division (previously Barnet) roles have been appointed to. The appointments are Denis Enright (who as the notes say already knew the area) as the DDO and Matt Hodson as the DDNT. The appointments meant that apart from a very brief period, where the DDNT role was covered by the previous incumbent Jayne Skippen, the key management posts were covered.

The transfer of services from Hertfordshire to CLCH took place as of the 1st October 2019 and the process went smoothly.

Falls: Our year to date falls with harm have reduced from 9 to 7 but this has still not achieved our target. All the falls have been investigated. A lead for falls (as part of her role) has very recently been appointed. She is reviewing all falls data and identifying where potential hot spots are. Additionally a quality action team (QAT) has been set up to review the falls.

Zero tolerance of Category 3 and 4 pressure ulcers in bedded units:

The Trust has a zero tolerance of category 3 and 4 pressure ulcers in bedded units and none were reported in Q3. One category 3 pressure ulcer was reported in Q1 providing a YTD figure of 1. This is a reduction from a YTD figure of 4 reported at the end of Q3 in 2018/19.

Walk in Centres (WiCs): Performance information regarding WiCs is included in the overarching performance information. As the Quality Account is a Trust wide document, showing performance across the Trust, we wouldn't generally breakdown information by WiC.

Information sent after the meeting:

Information about local and national clinical audits was include in the final account. A copy of the Clinical Workforce Strategy was provided – but to be on the safeside is attached again.