

BOARD SUBCOMMITTEE ASSURANCE REPORT

Presented for:	Information and Escalation
Committee Name:	Performance & Estates Committee
Presented by:	Gareth Tipton, Non-Executive Director (Committee Chair)
Date of Committee Meeting:	25 October 2021

Items received by the committee for assurance:

Agenda Item	Level of Assurance	Board Action Required? <small>(double click to select)</small>
Operational Performance Report	Reasonable Assurance	<input checked="" type="checkbox"/>
UEC Plans Update	Partial Assurance	<input checked="" type="checkbox"/>
Recovery Update	Reasonable Assurance	<input checked="" type="checkbox"/>
Benchmarking	Reasonable Assurance	<input checked="" type="checkbox"/>
Operational Risk Register & BAF	Reasonable Assurance	<input checked="" type="checkbox"/>
Estates Escalation Report	Reasonable Assurance	<input checked="" type="checkbox"/>
RAAC Update	Reasonable Assurance	<input checked="" type="checkbox"/>
PFI Contract Management	Reasonable Assurance	<input checked="" type="checkbox"/>
Estates Risk Register & BAF	Reasonable Assurance	<input checked="" type="checkbox"/>

POINTS OF ESCALATION

- Urgent and Emergency Care performance is extremely challenged with performance in the bottom quartile for overall ED performance, in spite of small improvements in September.
- Length of stay of non-elective patients has continued to increase, mainly due to Covid, which is impacting capacity and flow on both sites. This is contributing to a high level of bed occupancy, particularly at PCH which is currently circa. 98%.

KEY ISSUES

- The Committee discussed operational performance:
 - Ongoing high levels of urgent care demand have meant the Trust remains busy at the front door, however streaming and navigation activities are working in moving patients to non-admitted pathways.
 - Elective day cases in September were broadly in line with planned levels with elective in-patient activity below plan
 - Two week cancer wait performance continues to see challenges particularly in colorectal. Performance in this speciality is also impacting other cancer indicators. Clear actions are in place to address this through the Cancer Improvement plan.
 - Diagnostic waiting lists have increased significantly as a result of higher referral rate. Whilst 6 week performance has remained stable, the overall number of breaches has increased.
- The Committee discussed progress with the Urgent Care Improvement plan, including key deliverables, focus areas and key risks. The good progress made on recruiting 2 ED consultants and 1 FTE GP with UTC was noted.
- The Committee received an update on the Recovery plans to address long waits and patient backlogs. Some plan adjustments have been made due

<p style="text-align: center;">BOARD ASSURANCE FRAMEWORK & RISKS</p> <p style="text-align: center;">CELEBRATING OUTSTANDING PRACTICE & INNOVATION</p>	<p>to staff absences however the expectation is that by year end the planned total patient impact will be delivered. Changes to plan are reviewed by the HMC on a monthly basis.</p> <ul style="list-style-type: none"> • A Month 6 Benchmarking Report was presented to the Committee and it was noted that whilst Urgent Care and Cancer (especially 2 week wait) are looking very challenged, Diagnostic performance is slightly better. • The Committee discussed the estates escalation report: <ul style="list-style-type: none"> ○ The Trust and Progress Health now have an agreed solution and dates to address the Regen Kitchen issue. ○ An update on the PAM action plan was provided ○ Capital/backlog maintenance is on target at Month 6 however there are significant challenges in sourcing resource and supplies. ○ A ventilation update was provided and the Committee was assured that CO2 monitors are in place and checked twice daily. ○ All 1st floor windows at HH have been checked and two restrictors have been fitted to all windows. Risk assessments for 1st floor areas will be completed within the next 4 weeks. ○ The PCH ventilation survey work has been accelerated and the completion date has been moved from Feb '22 to end Nov '21. ○ The contaminated fuel issue at HH will not be resolved until Nov'21 ○ The Trust have lost 2 electricians because it cannot compete with salaries in the current external market. • The Committee received a RAAC update and noted the survey work is ongoing as planned however vacancies still remain in the Programme Office team. A second contractor, Kier, has been engaged to mitigate construction risk. • An update on PFI performance was provided to the Committee and performance dashboard reviewed. Performance issues with Medirest have been escalated to Director level for resolution.
	<ul style="list-style-type: none"> • The Operational and Estates risk registers and BAF were reviewed on an exceptional basis focusing on risks with inadequate controls. • The Committee noted the good progress that had been made in reviewing and updating the Estates risk register with only one risk out of date. The Committee requested that a similar review and update was applied to the Operational risk register prior to the October meeting.
	<ul style="list-style-type: none"> • The Clinical engineering/medical devices teams won the “NWAFT Team of the Year Award” for efforts during Covid wave 1 and 2 • Cambridge Fire and Rescue visited the Trust in October and gained assurance the Trust was making positive progress on fire remedial works, highlighting the excellent communication with the Fire Service. • Snowy in the sewing room was commended for designing a new bed cover from unused fire-retardant curtains to cover beds in storage and corridors.

LEVELS OF ASSURANCE

Level	Description of Level of Assurance
Substantial Assurance	The report highlighted a sound system of control, designed to address the relevant risks with controls being consistently applied. Highly unlikely to impair the achievement of both system and strategic objectives.
Reasonable Assurance	The report did not highlight any material weaknesses in the system of internal control that would present material risks to the achievement of both system and strategic objectives.
Partial Assurance	The report highlighted some material weaknesses in the system of internal control that would present material risks to the achievement of system objectives. May also impair achievement of strategic objectives.
Limited Assurance	The report highlighted significant material weaknesses in the system of internal control that would present material risks to the achievement of both system and strategic objectives.