Countess of Chester Hospital NHS Foundation Trust

Meeting	**30th July 2024**		**Board of Directors**					
Report	**Agenda item 13.**		**Strategic Oversight Framework Report – June 2024**					
Purpose of the Report	Decision		Ratification		Assurance	**X**	Information	
Accountable Executive	Cathy Chadwick				Chief Operating Officer			
Author(s)	Cathy Chadwick				Chief Operating Officer			
Board Assurance Framework	BAF 6 BAF 12 BAF 10 BAF 14 BAF 16 BAF 17 BAF 1 BAF 2 BAF 3 BAF 5	Underlying Long Term Trust Financial Sustainability Access, Waiting Times, Care Pathways and Constitutional Standards Data Quality Quality & Safety Safety - Infection Prevention & Control (IPC) Safety - Nursing & Midwifery Workforce Recruitment Retention Staff Engagement Workforce Capacity						
Strategic Aims	All aims							
CQC Domains	Safe/Effective/Caring/Responsive & Well Led							
Previous Considerations	Not applicable							
Summary	The purpose of this report is to: • Summarise the key performance indicators. • Assure the Board of the monthly oversight of Trust priorities against agreed targets. • Highlight areas of high or low performance.							
Highlights	Areas of positive assurance: • Hospital Standardised Morality Ratios (HSMR) • 0 reported STeiS and Never Events • Reduced number of falls • Sustained delivery of 28 day Cance FDS. • Significantly higher performance than national average against 31 and 62 Cancer standard. • Reduction in 12 hour DTA breaches • Improved compliance in both appraisals and mandatory training • Sustained reduction in Nurse agency spend . • Sustained reduction in staff turnover Areas requiring improvement: • Registered Nursing Fill Rates • Medical Agency Spend • Emergency Medicine Performance							

	• Financial Overspend
Recommendation(s)	The Board of Directors is asked to note the contents of the report and the areas of positive assurance.
Corporate Impact Assessment	
Statutory Requirements	Access Targets (Elective and Urgent Care)
Quality & Safety	Monitors patient safety issues
NHS Constitution	Monitors performance against key targets
Patient Involvement	Not applicable
Risk	Risk to achievement of targets included on strategic risk register
Financial impact	Not applicable
Equality & Diversity	Not applicable
Communication	Not applicable

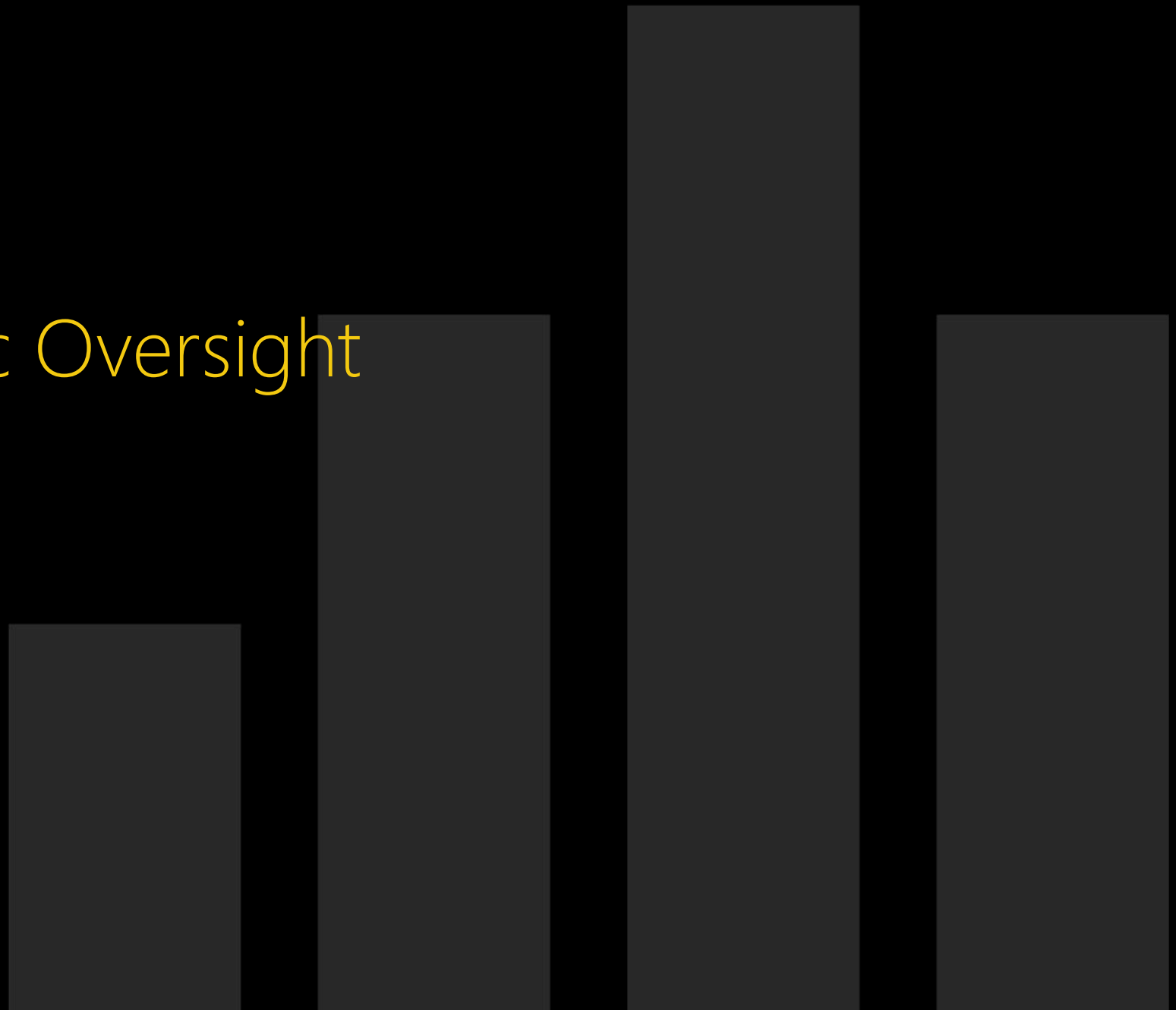
Microsoft | Power BI

COCH Strategic Oversight Framework

View in Power BI

Last data refresh:
7/19/2024 2:36:42 PM UTC

Downloaded at:
7/19/2024 2:39:33 PM UTC



COCH SOF Summary - Quality & Safety Overview

Countess of Chester Hospital NHS
NHS Foundation Trust

Metric ID	MetricName	Group	Latest Date	Value	Variation	Assurance	Target	LPL	Mean	UPL
M1	HSMR	TOTAL	Feb-24	95.5			100	98.8	102	105
M2	SHMI	TOTAL	May-24	96.8			100	95.1	97.8	101
M3	Registered Staffing %	TOTAL	Jun-24	91.9%			95%	90.0%	94.7%	99.4%
M4	Unregistered Staffing %	TOTAL	Jun-24	106%			95%	98.5%	106%	113%
M5	Incident Reporting	All Incidents	Jun-24	1080			700	991	1,237	1,482
M5	Incident Reporting	Falls Rate Per 1000 Bed Days	Jun-24	4.58			7	3.25	6.38	9.50
M5	Incident Reporting	Falls With Harm Rate Per 1000 Bed Days	Jun-24	0.124			0.3	-0.231	0.234	0.698
M5	Incident Reporting	Hospital Acquired Pressure Ulcers Rate Per 1000 Bed Days	Jun-24	1.48			2.5	0.800	1.88	2.96
M5	Incident Reporting	Medication Incidents	Jun-24	86			110	50.3	105	159
M5	Incident Reporting	Medication Incidents With Harm	Jun-24	1			0	-1.99	1.25	4.49
M5	Incident Reporting	Moderate Harm And Above	Jun-24	37			80	12.7	57.6	102
M5	Incident Reporting	MSA Incidents	Jun-24	1			0	-1.40	0.857	3.12
M5	Incident Reporting	Never Events	Jun-24	0			0	-0.675	0.25	1.18
M5	Incident Reporting	Present On Admission Pressure Ulcers Rate Per 1000 Bed Days	Jun-24	2.78				2.24	3.98	5.72
M5	Incident Reporting	STeiS Reported Incidents	Jun-24	0			0	-2.94	3.83	10.6
M8	Infection Control	Infection Control - MRSA Cases	Jun-24	1			0	-0.264	0.0833	0.430
M8	Infection Control	Infection Control - Rate of C.Difficile	Jun-24	6			4	-1.09	6.54	14.2
M9	Sepsis	Sepsis Screening	Apr-24	85.7%			84%	61.0%	81.5%	102%
M9	Sepsis	Sepsis Treatment	Apr-24	66.7%			84%	-7.93%	48.1%	104%
M10	Complaints	Patient Feedback: Open Complaints	Jun-24	13			40	30.4	47.9	65.4
M27	FFT Positive	FFT A&E Positive Rate	Jun-24	71.1%					69.0%	
M27	FFT Positive	FFT IP Positive Rate	Jun-24	91.7%					92.3%	
M27	FFT Positive	FFT OP Positive Rate	Jun-24	95.1%					94.0%	
M28	FFT Response	FFT A&E Response Rate	Jun-24	15.5%					14.5%	
M28	FFT Response	FFT IP Response Rate	Jun-24	27.6%					26.7%	
M28	FFT Response	FFT OP Response Rate	Jun-24	12.2%					13.6%	

COCH SOF Summary - Maternity Overview

Countess of Chester Hospital NHS
NHS Foundation Trust

Metric ID	MetricName	Latest Date	Value	Variation	Assurance	Target	LPL	Mean	UPL
W1	Number of Women giving birth	Jun-24	153				122	168	214
W2	Number of Live Births (All Babies)	Jun-24	154				124	170	215
W3	Total Number of Women experiencing a Caesarean Section	Jun-24	60				46.9	72.4	98.0
W4	Number of Maternal Deaths	Jun-24	0				0	0	0
W5	Number of Cases of Eclampsia	Jun-24	0				0	0	0
W6	Number of Neonatal Admissions - Term Babies	Jun-24	1				-2.51	4.54	11.6
W7	Number of Early Neonatal Deaths (< 7 Days Old)	Jun-24	0				-0.190	0.0417	0.273
W8	ITU Admissions	Jun-24	1				-0.492	0.337	1.17
W9	Room 15 emergency theatre use	Jun-24	0				-0.922	0.253	1.43
W10	Number of Babies Born in MLU	Jun-24	8				0.582	6.87	13.2
W11	Total Number of Stillbirths (≥ 24 weeks) (Babies)	Jun-24	1				-0.897	0.375	1.65
W12	Number of 3rd/4th Degree Tears in Vaginal Births	Jun-24	1				-2.32	1.96	6.24
W13	Number of Haemorrhages ≥1500 ml	Jun-24	4				-1.44	7.26	16.0
W14	Obstetric Unit - number of days the service has diverted on in reporting period	Jun-24	0				-0.334	0.391	1.12
W15	HSIB suspected brain injuries in inborn neonates grade 3 HIE	Jun-24	0				-0.198	0.0435	0.285
W16	Coroner Reg 28 made directly to Trust	Jun-24	0				0	0	0
W17	Term Admission Rate	Jun-24	4.79%				-1.46%	2.82%	7.11%
W19	Progress in achievement of CNST (out of 10)	Jun-24	10				6.68	7.52	8.37
W21	Service User Feedback: number of formal complaints	Mar-24	2				-0.550	0.375	1.30
W22	staff feedback from frontline champions and walkabouts (number of themes)	Mar-24	0				-0.685	0.455	1.59
W24	Minimum Safe Staffing in Maternity Services: NN middle grade workforce rota gaps (SHO)	Mar-24	0%				50.9%	62.5%	74.1%

CQC Maternity Ratings	Overall	Safe	Effective	Caring	Well-Led	Responsive
	Inadequate	Inadequate	Requires Improvement	Good	Inadequate	Requires Improvement

Maternity Safety Support Programme	Yes	Simon Meighan

Proportion of midwives responding with 'Agree or Strongly Agree' on whether they would recommend their trust as a place to work or receive treatment (Reported annuallly)	46.4%
Proportion of specialty trainees in Obstetrics & Gynaecology responding with 'excellent or good' on how would they would rate the quality of clinical supervision out of hours (Reported annually)	89.7%

COCH SOF Summary - Key Returns Overview

Countess of Chester Hospital NHS
NHS Foundation Trust

Metric ID	MetricName	Group	Latest Date	Value	Variation	Assurance	Target	LPL	Mean	UPL
M11	ED Performance	ED 4 Hour Wait Standard	Jun-24	58.8%			78%	48.5%	56.0%	63.5%
M11	ED Performance	ED 4 Hour Wait Standard - Type 1	Jun-24	45.6%			78%	44.5%	51.9%	59.2%
M12	RTT - 18 Week Compliance	18 Week Referral To Treatment (RTT) Incomplete Pathways	Jun-24	51.8%			92%	45.8%	47.8%	49.8%
M13	RTT Waitlist Sizes	RTT Incomplete Pathways Waiting Over 104 Weeks	Jun-24	0			0	-1.47	3.04	7.55
M13	RTT Waitlist Sizes	RTT Incomplete Pathways Waiting Over 52 Weeks	Jun-24	2029			0	2,319	2,980	3,641
M13	RTT Waitlist Sizes	RTT Incomplete Pathways Waiting Over 65 Weeks	Jun-24	259				469	844	1,219
M13	RTT Waitlist Sizes	RTT Incomplete Pathways Waiting Over 78 Weeks	Jun-24	22			0	19.1	88.8	159
M13	RTT Waitlist Sizes	Total 18 Week RTT Incomplete Pathways	Jun-24	31615			40000	32,985	34774	36,563
M14	Diagnostics 6 Week Standard	Diagnostics Test Exceeding 6 Weeks Waiting Time (DM01)	Jun-24	17.1%			1%	16.1%	24.6%	33.0%
M15	Cancer Performance	Cancer Treatments: 28 Day FDS	May-24	77.5%			75%	54.0%	65.2%	76.3%
M15	Cancer Performance	Cancer Treatments: 31 Day Standard	May-24	93.8%			96%	87.7%	96.0%	104%
M15	Cancer Performance	Cancer Treatments: 62 Day Standard	May-24	75.5%			85%	55.1%	71.9%	88.8%
M23	12 Hour DTA Breaches	12 Hour DTA Breaches	Jun-24	588				450	625	799
M24	Ambulance Handover	30-60 minutes	Jun-24	427				227	362	497
M25	Ambulance Handover	60 minutes +	Jun-24	450				7.38	265	522
M26	ED 12 Hours Waits	Patients Waiting 12 Hours +	Jun-24	1293				892	1,283	1,674

COCH SOF Summary - HR and Finance Overview

Countess of Chester Hospital NHS
NHS Foundation Trust

Metric ID	MetricName	Group	Latest Date	Value	Variation	Assurance	Target	LPL	Mean	UPL
M16	Sickness Absence	Sickness Absence Rate	Jun-24	5.62%			5%	4.61%	5.51%	6.40%
M17	Mandatory Training	Mandatory Training Compliance	Jun-24	88.2%			90%	82.9%	85.0%	87.1%
M18	Annual Appraisal	Annual Appraisal Compliance	Jun-24	79.6%			80%	69.7%	75.0%	80.3%
M19	Staff Turnover	Staff Turnover Percentage	Jun-24	8.24%			10%	9.06%	9.79%	10.5%
M20	Cap Rates	Medical & Dental Reduction in Agency Shifts over Cap Rates	Jun-24	258			120	121	205	290
M20	Cap Rates	Nursing & Midwifery Reduction in Agency Shifts over Cap Rates	Jun-24	81			1200	332	598	863
M20	Cap Rates	Other Reduction in Agency Shifts over Cap Rates	Jun-24	370				292	626	960
M21	Agency Spend	Medical Agency Spend	Jun-24	289000				112,724	220,696	328,667
M21	Agency Spend	Nursing Agency Spend	Jun-24	50000				203,849	436,409	668,969

COCH SOF - Nursing Quality of Care

Countess of Chester Hospital NHS Foundation Trust

SRO: Sue Pemberton
Director of Nursing & Quality

Highlights:

- 'Striving for Excellence' Ward Accreditation Programme has now been launched, all baseline assessment using the new methodology will be completed by the end of Q2
- Emergency Department recruitment plan in place to secure staffing numbers and skill mix to meet the needs of patient, will befully established by September 2024
- Quality and safety assurance meetings chaired by Director of Nursing and Quality have been established
- Ward process assurance meeting chaired by Deputy Medical Director, Deputy Director of Nursing and Quality and Head of Operations have been established
- 'Gloves off' champaign has been launched and is being rolled out across the Trust

Areas of Concern:

There has been a continued focus on the harm reduction programme, including the most reported themes of; falls, hospital acquired pressure ulcers and medications.

Work has started on improving assurance against cleaning standards, this review includes the audit programme, team structure and assurance reporting.

Nurse staffing in the Emergency Department continues to be a challenge whilst recruiting to the newly agreed establishment. Staff deployments to support the department are having an impact on absence rates and morale in some areas.

Forward Look (with actions):

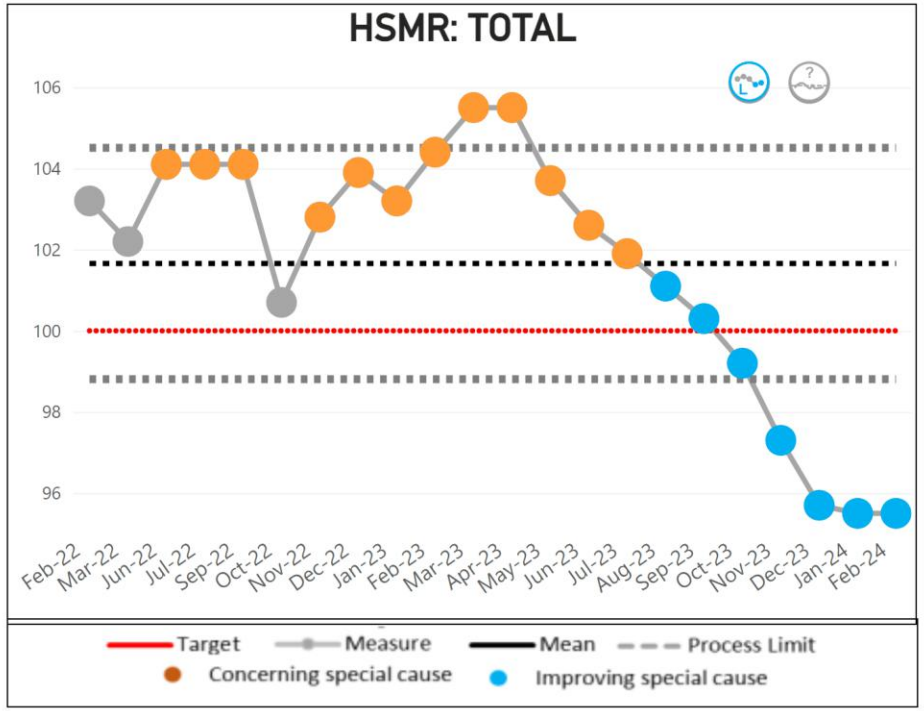
- Review of tendable audits to strengthen accuracy and consistency of data collected
- Development of 6-step patient pathway for patients with additional needs
- Continued focus on use reducing reliance on temporary staffing
- Continued monitoring of staff redeployments

COCH SOF - Mortality Overview

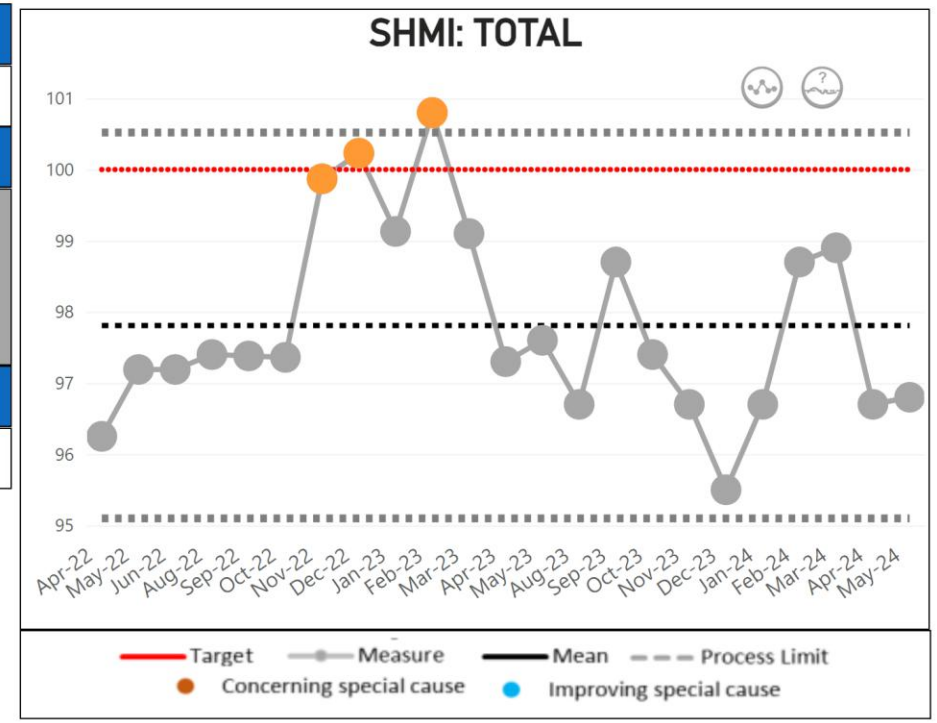
Countess of Chester Hospital NHS Foundation Trust

Data Owner: Nigel Scawn

Feb-24
95.5
Variance
Special cause variation of an IMPROVING nature where the measure is significantly LOWER.
Target
100



May-24
96.8
Variance
Common cause variation, NO SIGNIFICANT CHANGE.
Target
100



HSMR Narrative

The current HSMR (to February 2024) is now 95.5 which is the same as the previous period. From April - 23 onward, we are showing a statistically significant decrease in our HSMR score. As the reporting period now excludes most of the aftermath of the Cerner implementation the mean has dropped, and we now see that the current reporting figure is below the Lower Control Limit, showing an improved performance in this metric.

SHMI Narrative

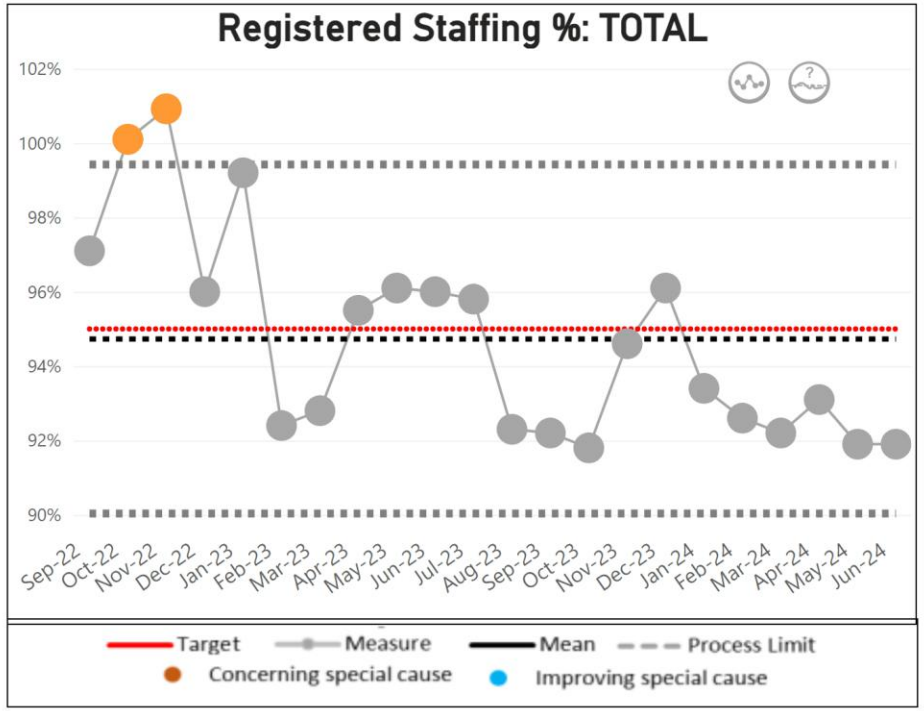
The current SHM remains sub 100 which is on par with previous periods and remains within the expected range.

COCH SOF - Nurse Staffing Overview

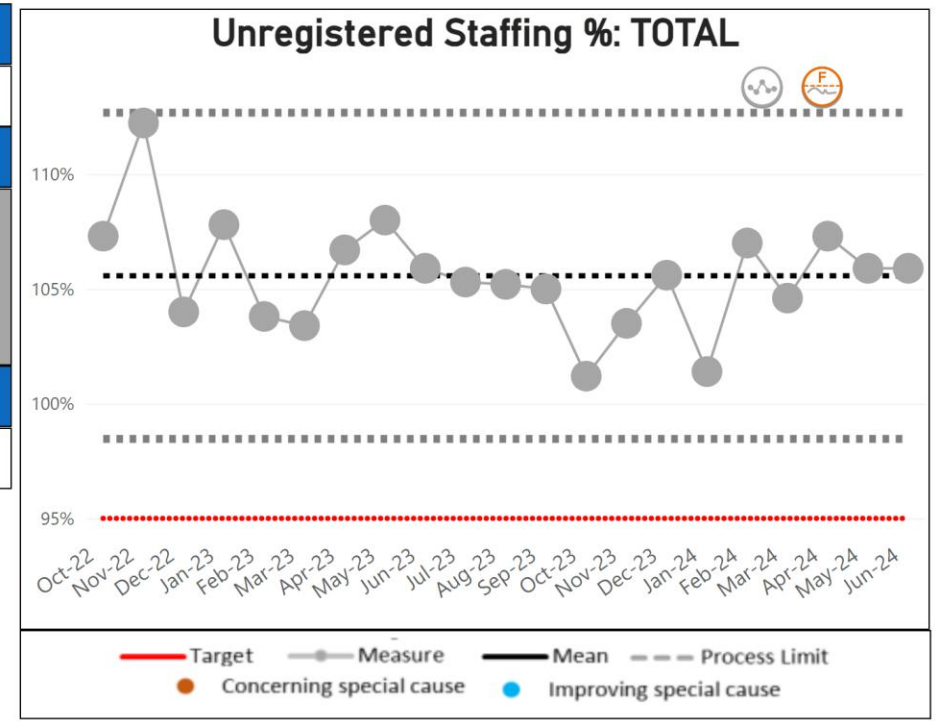
Countess of Chester Hospital NHS Foundation Trust

Data Owner: Sue Pemberton

Jun-24
91.9%
Variance
Common cause variation, NO SIGNIFICANT CHANGE.
Target
95%



Jun-24
106%
Variance
Common cause variation, NO SIGNIFICANT CHANGE.
Target
95%



Registered Nursing Narrative

Registered nursing fill rates have remained below target in recent months. Staffing of escalation areas and sickness have affected this metric considerably in prior months. Staff are deployed in real-time to meet the needs of patients and skill mix is monitored by the Centralised Nursing Workforce Team (CNWT) with oversight provided by the senior nursing team.

Unregistered Nursing Narrative

Unregistered nursing fill rates remain above 100%, this is due to the complexity of patients, with multiple wards and departments operationalising 'zoned bays' and nursing patients required on-to-one. There was a statistically significant run of 8 points below the mean between June-23 and Jan-24 but we have returned to the other side of the mean in recent months.

There will be additional metrics relating to nurse staffing in next month's SOF, with divisional breakdowns of Care Hours Per Patient Per Day (CHPPD) making a return.

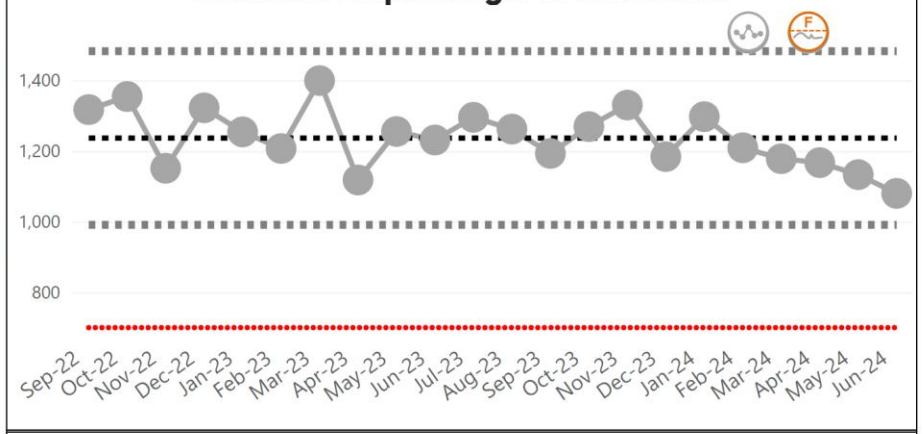
COCH SOF - Incident Reporting Overview

Countess of Chester Hospital NHS Foundation Trust

Data Owner: Sue Pemberton

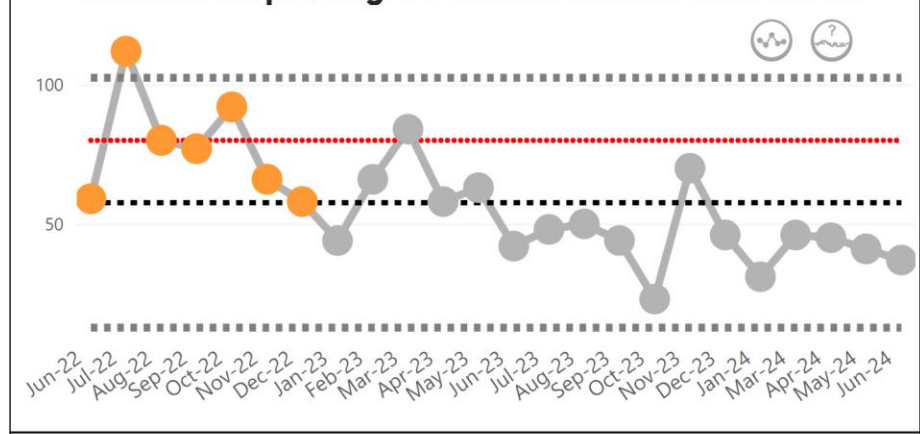
Jun-24
1080
Variance
Common cause variation, NO SIGNIFICANT CHANGE.
Target
700

Incident Reporting: All Incidents



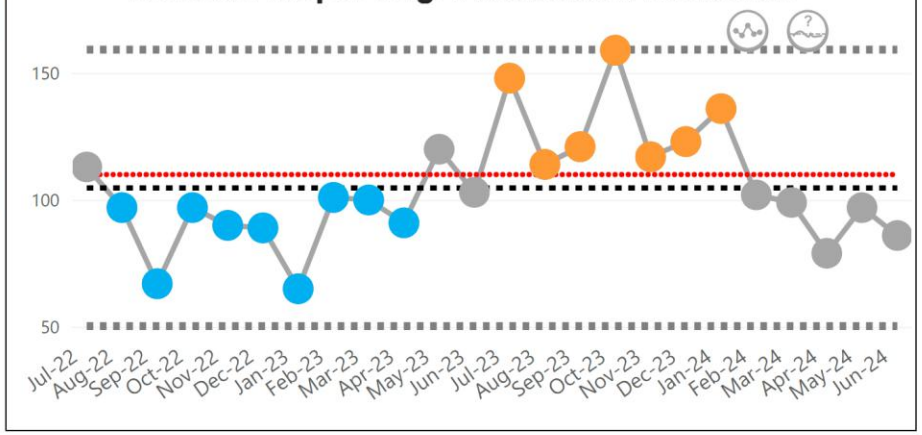
Jun-24
37
Variance
Common cause variation, NO SIGNIFICANT CHANGE.
Target
80

Incident Reporting: Moderate Harm And Above



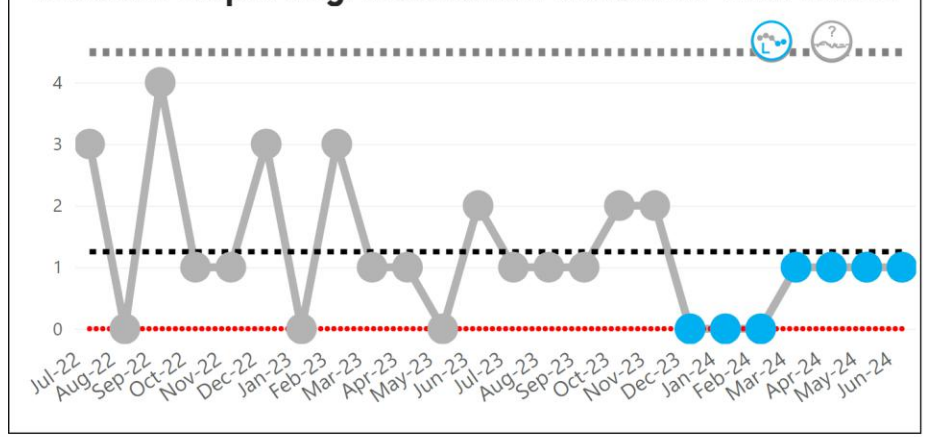
Jun-24
86
Variance
Common cause variation, NO SIGNIFICANT CHANGE.
Target
110

Incident Reporting: Medication Incidents



Jun-24
1
Variance
Special cause variation of an IMPROVING nature where the measure is significantly LOWER.
Target
0

Incident Reporting: Medication Incidents With Harm



Incident Reporting Narrative

The metric for overall incidents has been changed, historically this metric comprised of only the incidents that were sent to NRLS now we are looking at any logged incident. There has been an decrease in the overall number of incidents reported (clinical and non-clinical); a total of 1080 – an decrease of 53 in comparison to May 2024.

The top 4 reported incident categories were: Skin Integrity 146 (13.5%), Staffing 104 (9.6%), Medication Incidents 86 (8.0%) and Slip, Trip, Fall (In-Patient) 74 (6.9%).

Medication Incidents Narrative

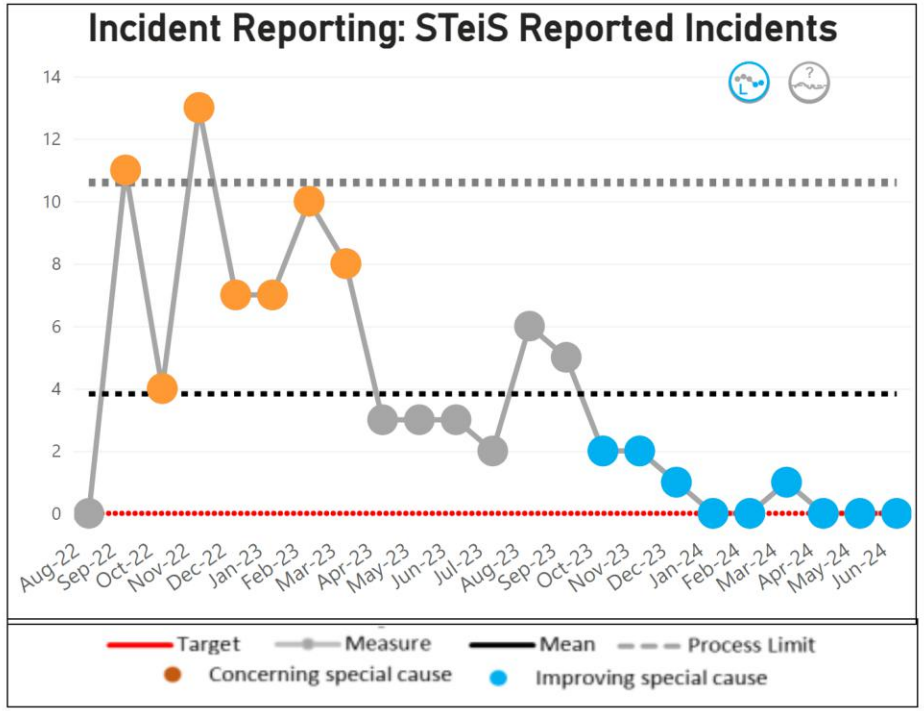
Medication incidents had shown a run of 7 points above the mean from July-23 to Jan-24. but for the last five reporting months we have returned below the mean. The top three sub categories for medication incidents during June 24 are currently: Administration Errors (24), Prescription Error (18), Drugs not given (12) and Controlled drugs errors (9). This is consistent with prior months. One incident where harm was caused have been reported in June.

COCH SOF - Serious Incidents Overview

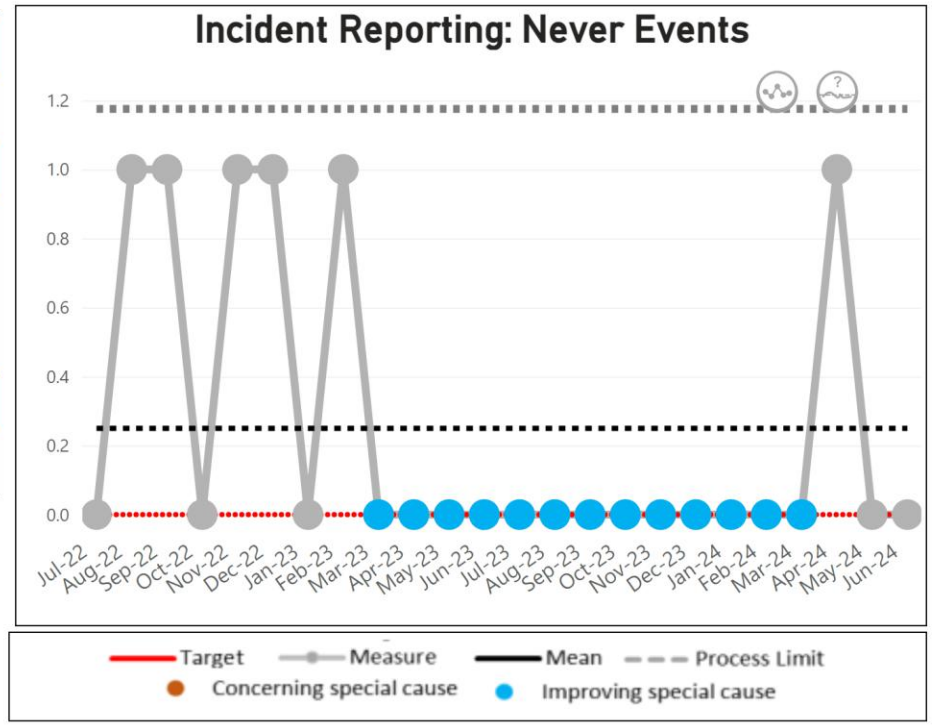
Countess of Chester Hospital NHS Foundation Trust

Data Owner: Sue Pemberton

Jun-24
0
Variance
Special cause variation of an IMPROVING nature where the measure is significantly LOWER.
Target
0



Jun-24
0
Variance
Common cause variation, NO SIGNIFICANT CHANGE.
Target
0

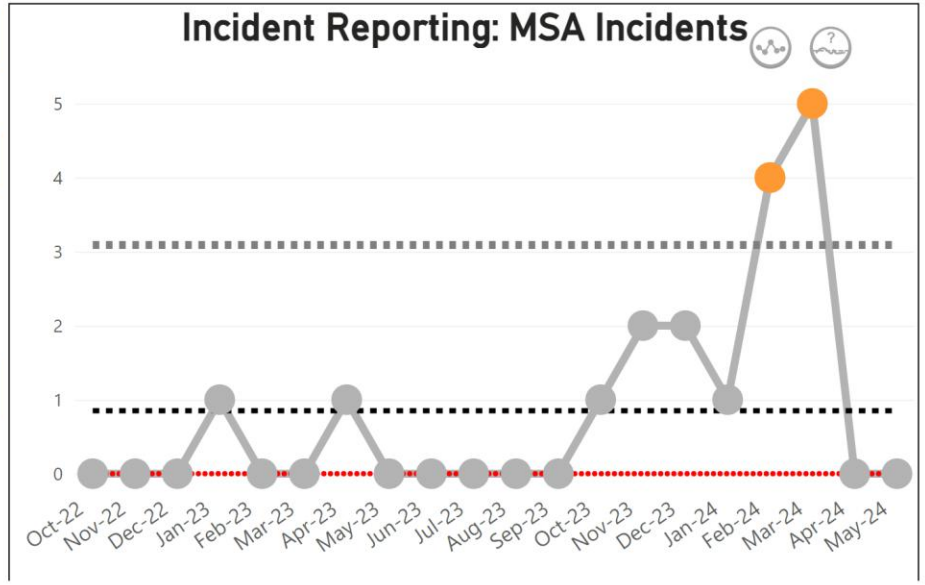


Serious Incidents Narrative

There were no STeiS reported incidents last month, the Trust reported a Never Event in April which related to a retained foreign object post-procedure following a delivery. The Trust - in line with protocol - did a thorough investigation to identify lessons and ensure shared learning.

We have added the number of MSA incidents to the SOF as of June, at time of writing we are identifying the number of MSA incidents rather than total breaches, in June we reported 1 incident which related to 5 breaches.

May-24
0
Variance
Common cause variation, NO SIGNIFICANT CHANGE.
Target
0

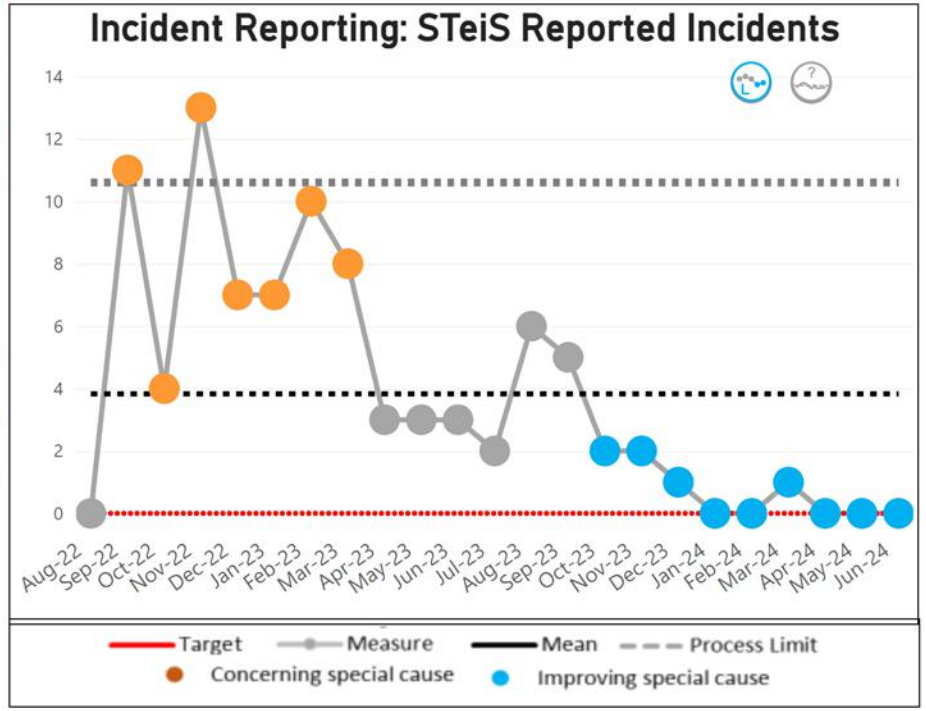


COCH SOF - Serious Incidents Overview

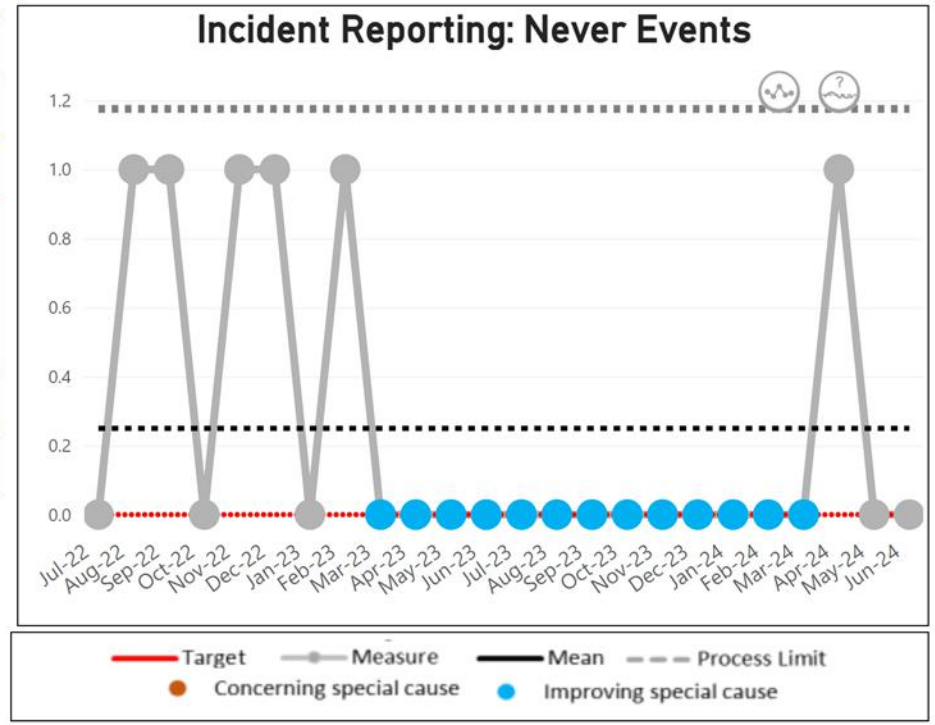
Countess of Chester Hospital NHS
NHS Foundation Trust

Data Owner: Sue Pemberton

Jun-24
0
Variance
Special cause variation of an IMPROVING nature where the measure is significantly LOWER.
Target
0



Jun-24
0
Variance
Common cause variation, NO SIGNIFICANT CHANGE.
Target
0

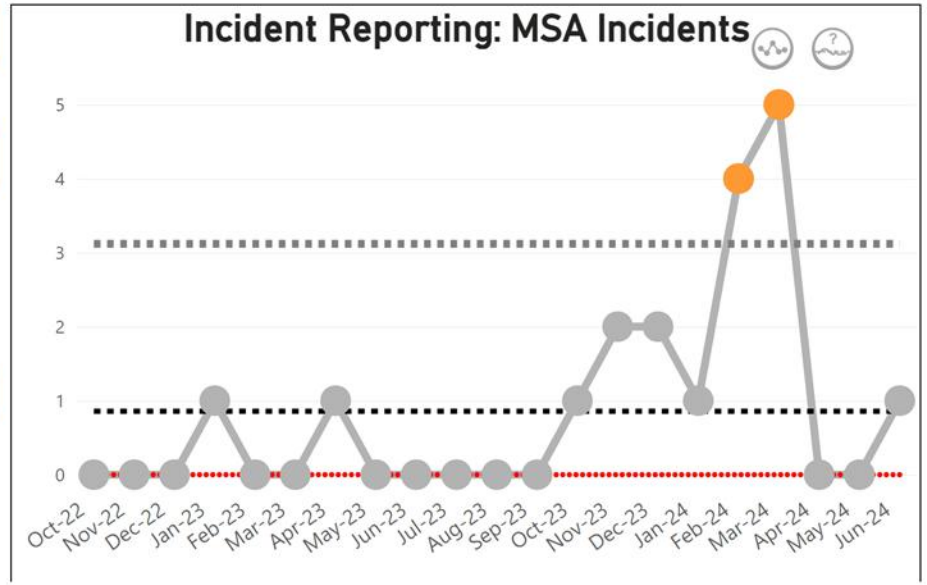


Serious Incidents Narrative

There were no STeiS reported incidents last month, the Trust reported a Never Event in April which related to a retained foreign object post-procedure following a delivery. The Trust - in line with protocol - did a thorough investigation to identify lessons and ensure shared learning.

We have added the number of MSA incidents to the SOF as of June, at time of writing we are identifying the number of MSA incidents rather than total breaches, in June we reported 1 incident which related to 5 breaches.

Jun-24
1
Variance
Common cause variation, NO SIGNIFICANT CHANGE.
Target
0

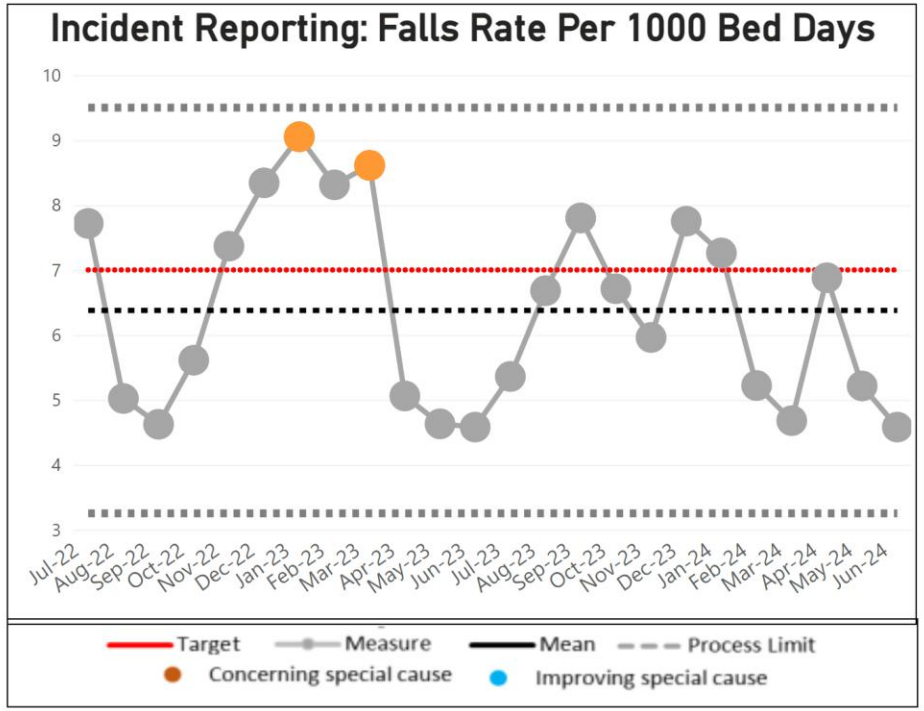


COCH SOF - Falls Overview

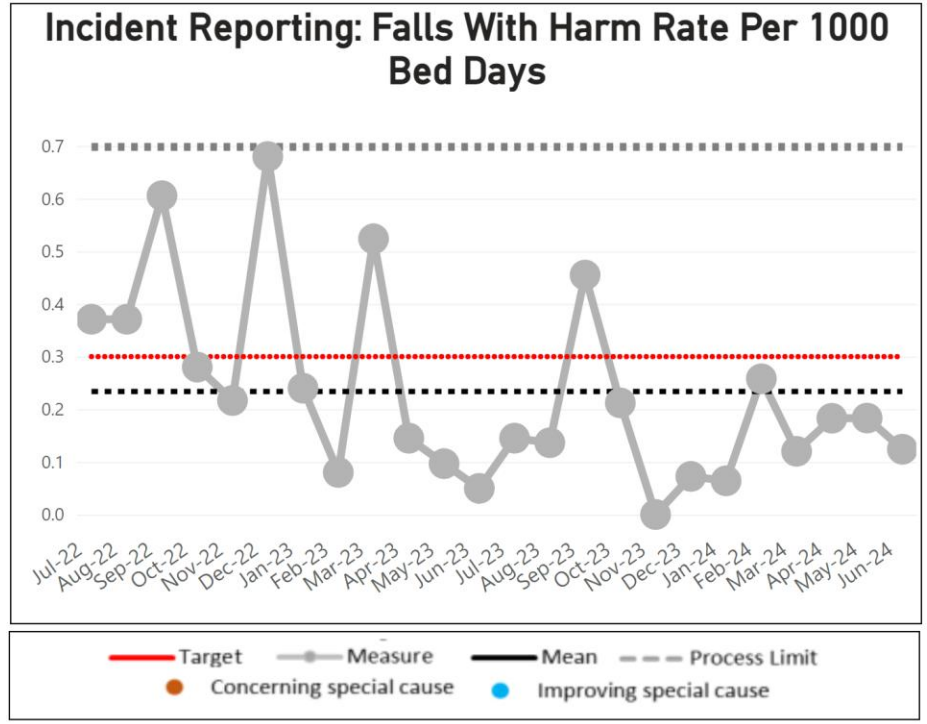
Countess of Chester Hospital NHS Foundation Trust

Data Owner: Sue Pemberton

Jun-24
4.58
Variance
Common cause variation, NO SIGNIFICANT CHANGE.
Target
7



Jun-24
0.124
Variance
Common cause variation, NO SIGNIFICANT CHANGE.
Target
0.3



Falls Narrative

Falls has been reviewed as part of the 6 steps to patient safety and the aim will be to reduce the number of falls with harm by 40%. The Trust met it's target of reducing falls with harm by 40% in 2023/24 and we are on track to see further reductions in the coming year. The Trust has recategorised some existing falls with harm that existed and our final position for 2023/24 is reporting 19 falls with harm, which is a monthly reduction of 45.7% compared to our position in 2022/23.

The harms improvement programme for 24/25 have been set and the smart targets are now to see a 20% reduction in overall Falls which encompasses a 20% reduction in unwitnessed falls as well.