

Integrated Care Board

Date of meeting	13 September 2023
Title of paper	Committee Escalation and Assurance Report
Presented by	Committee Chairs: <ul style="list-style-type: none"> Debbie Corcoran: <ul style="list-style-type: none"> Public Involvement and Engagement Advisory Committee Primary Care Commissioning Committee Deputy Chair, Finance and Performance Committee
Author	Board Secretary and Committee Officers (on behalf of the Committee Chairs)
Agenda item	7
Confidential	No

Executive summary

This report highlights key matters, issues, and risks discussed at committees since the last report to the Board on 5 July 2023 to alert, advise and assure the Board.

Each summary report also highlights any issues or items referred or escalated to other committees or the Board.

Minutes approved by each committee to date are presented to the Board to provide assurance that the committees have met in accordance with their terms of reference and to advise the Board of business transacted at their meetings.

Recommendations

The Board is asked to:

- Note the Alert, Advise and Assure committee reports
- Note the ratified minutes of the committee meetings presented to the Board

Which Strategic Objective/s does the report relate to:

		Tick
SO1	Improve quality, including safety, clinical outcomes, and patient experience	✓
SO2	To equalise opportunities and clinical outcomes across the area	✓
SO3	Make working in Lancashire and South Cumbria an attractive and desirable option for existing and potential employees	✓
SO4	Meet financial targets and deliver improved productivity	✓
SO5	Meet national and locally determined performance standards and targets	✓
SO6	To develop and implement ambitious, deliverable strategies	✓

Implications

	Yes	No	N/A	Comments
Associated risks		✓		
Are associated risks detailed on the ICB Risk Register?			✓	
Financial Implications			✓	

Where paper has been discussed (list other committees/forums that have discussed this paper)				
Meeting	Date			Outcomes
Various committee meetings as listed within the report	During July and August 2023			To provide the Board of committee business during this period
Conflicts of interest associated with this report				
Not applicable				
Impact assessments				
	Yes	No	N/A	Comments
Quality impact assessment completed			X	
Equality impact assessment completed			X	
Data privacy impact assessment completed			X	

Report authorised by:	Committee Chairs
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Integrated Care Board – 13 September 2023

Committee Escalation and Assurance Report

1. Introduction

- 1.1 This report highlights key matters, issues, and risks discussed at committee meetings since the last report to the Board on 5 July 2023 to alert, advise and assure the Board.

Committee: Quality Committee		Date: 19 July 2023	Chair: Sheena Cumiskey
Key Items Discussed			
Issue	Committee update	Action	
Alert			
Never Events	Deep dive into system issue(s) to be undertaken.	September Quality Committee	
Social Care Workforce and Care Home closures.	Fragility of social care sector.	Committee requested that the fragility of the care home provision be considered as this is fundamental to the pressure on hospitals and the economic situation.	
Independent Funding Requests (IFR)	Lack of clinical policy group/gap affecting IFR approvals.	Under review.	
Advise			
Patient Story Menopause and HRT	Women's Health – focus on women's health and need to deliver on national strategy.	-	
Patient Safety Incident Framework (PSIRF)	PSIRF Implementation – on track.	-	
Antimicrobial Resistance	Terms of Reference for AMR Board approved	-	
Assure			
Quality Accounts	Assured on this year's Quality Accounts and supported proposals for assurance process for next year.	-	
Mental Health facility provision	Update receive on quality visits to Mental Health Facilities both secure and non-secure.	-	
All Age Continuing Health Care (AACC)	Assured, starting to see impact and endorsed three policies.	-	

Appendix A – Approved minutes of the Quality Committee meeting held on 21 June 2023.

Committee: Finance and Performance Committee		Date: 26 June 2023	Chair: Roy Fisher
Key Items Discussed			
Issue	Committee update	Action	
Alert			
Financial Risk for 2023/24	ICB moving to an £80m deficit plan, NHS England still require the ICB to aim for a break-even position next year and to reach recurrent financial sustainability by year 3.	CIP plans currently being worked up by Trusts around delivering savings. Sustainability group looking at stretch position.	
12-hour A&E	Performance showed concern.	More in-depth detail to be provided at the August Committee meeting.	
Month 2 provider position	Deficit of £50.4m, reflecting a significant backloading of the plan whilst CIP and system recovery plans were being developed.	Assurance meetings been held with Trusts to scrutinise and challenge financial and operational performance of providers.	
Provider Cash	Lancashire Teaching Hospitals had exhausted its cash.	ICB working with providers to minimise the need and timing of revenue support.	
Advise			
Change to Committee remit	New assurance meeting formed. Committee to continue to receive updates and assurance in light of the financial plan and current finances.	Terms of Reference to be reviewed for discussion at the August meeting.	
Cancer waits	2 underperforming Trusts.	Ongoing discussion regarding mutual aid support.	
Lancashire Teaching Hospitals Report	Sam Proffitt was now in receipt of the report.	Report to be discussed at the next Committee meeting.	
Assure			
Long waiters in elective recovery	List size not reduced. Trajectory looked positive.	Hospitals regularly scrutinised.	
System improvement for Trusts	To be the responsibility of the ICB from Quarter 2.	Proposal to put in place performance enhanced surveillance.	
Neonatal deaths	Underperformance continued to be seen.	Quality Committee was asked to look at still birth neonatal mortality.	
Month 2 financial performance for LSC ICB	At break-even position, in line with the final plan. Plan submitted on 10 May 2023.	-	
High risk schemes robustness	Need to ensure schemes were robust.	Monthly assurance meetings would be held to ensure an objective view of progress	
Workforce sickness	Mental health was the highest cause for workforce sickness for every organisation in the NW, including L&SC ICB.	Confirmed noted as risk under People Board.	

Committee: Finance and Performance Committee		Date: 29 August 2023	Chair: Roy Fisher
Key Items Discussed			
Issue	Committee update	Action	
Alert			
Financial risk in system	Increased risk seen in month 4, with new pressures emerging in areas of prescribing and Continued Healthcare (CHC).	ICB's Sustainability Group continue to oversee schemes to reduce costs and manage risks, with recent deep dive. Introduction of new Recovery and Transformation Programme and System Recovery and Transformation Board. Continued review of acute contracts.	
Commissioning	Committee currently does not have sufficient oversight into the commissioning function. Craig Harris now has accountability for the commissioning function to strengthen and take forward, with a review of membership and/or linkages to be taken forward.	ICB Executives aware and discussing.	
Statutory performance metrics	Statutory targets have not been met for cancer, category 2 response, Improving Access to Psychological Therapies (IAPT) access, smoking at time of delivery, stillbirth and neonatal deaths. Key actions to improve performance reviewed by the Committee through the Performance Dashboard.	Integrated assurance meetings are starting soon between the ICB and providers to provide the opportunity to explore a number of key lines of enquiry specific to recovery, transformation and performance. Specific interventions to be looked at across the ICB's performance scorecard in these areas of concern, and others to see and address any significant variation.	
Advise			
Review of ICB Finance and Performance Committee terms of reference	Given System Recovery and Transformation Board and other assurance meetings, review of Committee's terms of reference needed.	Review to be included in work programme of the ICB Board.	
Pre-Delegation Assessment Framework for the Specialised Services Commissioning Transfer	Committee approved subject to points of clarification. The Committee felt that a new stand-alone Specialised Services Committee of the ICB would require Board consideration and approval, therefore, should not be included within the draft submission.	Consideration of structures, oversight and governance within existing ICB structures – or recommendations on changes to be considered as part of broader conversation and review by the ICB Board.	
Staff expenses policy	Approved subject to clarifications to be considered under Chairs action.	-	

Scale of underlying deficit position carried forward into the ICB from predecessor Clinical Commissioning Groups (CCGs)	External review completed by MIAA to provide an independent review of the ICBs inherited and current financial position.	Review recommendations are understood and accepted, and will be overseen by the Committee moving forward.
Electronic Patient Record (EPR) System	A new EPR system was planned to be rolled out across the 4 Trusts in Lancashire and South Cumbria, with a staggered implementation as part of a 5 to 7 year programme and the complexities of this was recognised.	-
Recovery and transformation	Highlighted the need for the Board to prioritise action in the short term on schemes that will have the biggest payback in terms of recovery and transformation.	May necessitate re-visiting some decisions made in recent months.
Reducing inequalities	The Committee would like to start reviewing relevant performance indicators from the perspective of access/usage by disadvantaged groups. This may help to pinpoint areas that could be addressed as part of the programme to reduce inequalities.	To review relevant performance indicators.
Assure		
Elective recovery position improvement	Decrease in the total number of patients waiting more than 65 weeks to start consultant-led treatments (data: June 2023)	-

Appendix B – Approved minutes of the Finance and Performance Committee meeting held on 26 June 2023.

Committee: Primary Care Commissioning Committee		Date: 20 July 2023	Chair: Debbie Corcoran
Key Items Discussed			
Issue	Committee update	Action	
Alert			
-	-	-	
Advise			
Development of a revised Primary Care Procurement Evaluation Strategy (PES)	The Committee received an independent review commissioned from NHS Shared Business Services (SBS) of the existing PES and its use by the ICB in a recent primary care procurement. Recommendations were received and approved, with SBS continuing to support the development of a new PES.	SBS to support development of a revised PES for consideration and approval at the Committee meeting in October 2023.	
ICB Risk Register Report	The Committee received and considered its first ICB Risk Management Update Report, as part of the annual cycle of review for 2023/24. The one risk overseen by the Committee, on the Board Assurance Framework (BAF), ICB-026 relating to access to routine dental care was reviewed. The recommendation to reduce the risk score was not agreed until further assurance is received, with feedback on the register and process shared.	September 2023 Committee meeting will receive a Deep Dive on Dentistry, and consider risk scoring. Interim assurance was provided in the meeting on the approach in place, with Quality Committee having received a detailed report, which is being updated and scrutinised at the PCCC meeting in September.	
Slaidburn Country Practice – Options Appraisal	The Committee received and reviewed an options appraisal to support decision-making on the award of a long term contract for the Slaidburn Health Centre when existing contractual arrangements end 30 September 2023. Decision-making is being supported by North East Commissioning Support (NECS), with the robust options appraisal supplemented by legal advice, and internal due diligence. The Committee’s decision in principle is to proceed with a Direct Award to the current provider (10+5 years) without further market engagement.	Service specification and financial model will be considered by the Committee at the August meeting.	
Assure			
Delegated Services Assurance Framework Quarterly Review	The Committee received and reviewed the first quarterly update to the assurance framework for the four delegated primary care services for the period April 2023 to June 2023. The Framework is based on the self-assessment framework provided by NHS England, required to be submitted to them by ICBs at year-end – with RAG rating and evidence gathered in-year against requirements.	Improvements to the framework were agreed, and will be implemented in future quarterly reviews – with additional assurance on the approach through the independent audit delivered by MIAA into primary care delegated services.	

Committee: Primary Care Commissioning Committee		Date: 10 August 2023	Chair: Debbie Corcoran
Key Items Discussed			
Issue	Committee update		Action
Alert			
-	-		-
Advise			
Slaidburn Country Practice – Service Specification	<ul style="list-style-type: none"> The current contract for the Slaidburn Country Practice expires on 30 September 2023 Following the decision in principle at the Primary Care Committee on 20 July 2023, detailed discussions have not yet been held with the incumbent provider of Slaidburn Country Practice and this may impact on the timing of contract award. The committee was asked to agree in principle to an extension of the current contract up to a maximum of three months for the current service delivery, with delegated authority under Chairs action to progress the extension if required outside of meetings. A further update will be brought to the committee should the extension be applied. 		The committee noted the current position and agreed to a maximum three-month extension of the existing contract if required, with delegated authority for agreement under Chair’s action.
Dental Provision South Cumbria – Additional Sessions Request	The committee received a report to consider extending the number of sessions previously commissioned from Miss Julie Forde (the provider) as a result of dispersed patients arising from the closure of Grange-over-Sands practice on 31 March 2023 - with evidence of additional demand provided, above the current contract capacity, for the benefit of the local population.		The committee agreed to fund three additional sessions above the five in place at the practice, and authority for this to be increased up to a maximum cap of 12 in total, subject to agreed criteria being met and delivery up to the end of March 2024 - with sessions to only be available to patients within the Lancashire and South Cumbria Integrated Care Board geography. To note – deep dive into dental access scheduled for the September PCCC meeting.
Primary Care Capital Investment Proposal	The committee considered a report seeking approval of a Primary Care Improvement Grant to North Shore Surgery, Blackpool, as recommended by the Lancashire and South Cumbria (L&SC) Capital Working Group.		Proposal approved. The Committee noted that the ICB’s strategic approach to capital investment to support primary care and out of hospital services

		and delivery is under development.
Assure		
Group Escalation Report	Escalation and assurance report from the supporting groups received and reviewed by the Committee.	Approach in Groups will be reviewed through quarterly review meetings between PCCC Chair and Chairs of the supporting groups, with additional assurance through MIAA's internal audit of arrangements
Primary Care Budgets 2023/24 – Quarter 1 (April – June)	Quarterly update received on delegated primary care budgets, and related budgets.	The Chair requested the clarification of budget lines in the report, to support a focus on the delegated budgets which are the responsibility of the Committee and read across to review of broader position by the Finance and Performance Committee.
Committee Membership	Ian Cherry has been appointed as the lay member/deputy Chair of the PCCC and will be joining the committee in September 2023.	-

Appendix C – Approved minutes of the Primary Care Commissioning Committee meeting held on 8 June 2023.

Appendix D – Approved minutes of the Primary Care Commissioning Committee meeting held on 20 July 2023.

Committee: Public Involvement and Engagement Advisory Committee		Date: 28 June 2023	Chair: Debbie Corcoran
Key Items Discussed			
Issue	Committee update	Action	
Alert			
Access to dentistry	Access to dentistry is a main theme in complaints and is a challenge across LSC.	A plan has been put together by the Primary Care team and the PCC committee will be asked to oversee this. The quality committee will continue to review quality aspects of dentistry.	
LSC Joint Forward Plan	Whilst the committee endorsed / noted the LSC Joint Forward plan engagement summary they wanted to alert Board to the low response rate and some of the feedback which indicated the public were confused with the JFP. The committee did not support	Some changes have been made following engagement but further work is required to make the JFP meaningful to our	

	all elements of the plan as being relevant to their big issues and would like to see more on delivery than ambition.	communities - ongoing engagement.
Advise		
Draft working in partnership with people and communities strategy	Committee noted. Some further comments received and it will be amended prior to Executive approval.	-
Workplan	Committee received.	Some additional areas to be added, eg, children and young people.
Assure		
Public engagement and involvement assurance report	Committee endorsed	-
Public and community insights report	Committee endorsed with a caveat that more work is required on actions and feedback loop.	-
Joint Forward Plan public engagement summary	Committee endorsed with some alerts to the ICB Board regarding content of feedback, including how to engage with the public to balance centralised and community centred services.	-
Approach to community ambassadors	Committee endorsed with some suggestions for how best to operationalise this.	Recruitment will commence.

Committee: Public Involvement and Engagement Advisory Committee	Date: 6 September 2023	Chair: Debbie Corcoran
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Key Items Discussed		
Issue	Committee update	Action
Alert		
	Any matters will be provided verbally	
Advise		
	Any matters will be provided verbally	
Assure		
	Any matters will be provided verbally	

2. Summary of items or issues referred to other committees or the Board over the reporting period

Committee	Item or Issue	Referred to
Quality Committee	Risk relating to Primary Care for dental access not seeing any impact, therefore we need to consider the risk score. Request that P Tinson reviews this risk for Primary Care.	Primary Care Commissioning Committee

Finance and Performance Committee (FPC) (26 June 2023)	At the FPC meeting held on 26 June, as part of the performance report, it was reported that data showed an underperformance in neonatal deaths. The latest published data showed that stillbirth and neonatal deaths were above the northwest and national levels, however, latest intelligence showed that this position had improved with work ongoing to improve this position further. The FPC Committee asked that the Quality Committee (QC) look at still birth neonatal mortality as an action. S O'Brien will ask V Wilson to come back to QC on this action – update for QC in September 2023.	Will respond with update to FPC after September 2023 Quality Committee
Quality Committee	<ul style="list-style-type: none"> - Development of how we assure Quality Accounts for next year will be scheduled for Quality Committee in November 2023, with the aim of reviewing the learning from this financial year. - Refer to Patient Experience and Involvement Advisory Committee (PEIAC) request further information on the methodology for coproduction/collaboration and for this to be shared with Quality Committee for monitoring from a quality perspective. 	Item will be discussed at November Quality Committee
Quality Committee	Issues around pay discrepancy and impact on recruitment & retention of Primary Care workforce and for this to be raised with People Board.	People Board
Quality Committee	Contract review for the Voluntary, Community, Faith and Social Enterprise Sector (VCFSE) Alliance falls on an already stretched service, is opaque, the communication around this [from the ICB] needs improving. Recommend this is referred to Craig Harris for discussion.	Commissioning Resource Group

3. Conclusion

- 3.1 Each of the committees has conducted their business in line with their terms of reference and associated workplans.

4. Recommendations

- 4.1 The Board is requested to note the contents of the report.

Committee Chairs

September 2023