

NHS Highland



Meeting: NHS Highland Board
Meeting date: 25 January 2022
Title: Integrated Performance and Quality Report
Responsible Executive/Non-Executive: David Park, Deputy Chief Executive
Report Author: Lorraine Cowie, Head of Strategy & Transformation

1 Purpose

This is presented to the Board for:

- Assurance

This report relates to a:

- Quality and performance across our organisation

This aligns to the following NHSScotland quality ambition(s):

- All quality ambitions

This report relates to the following Corporate Objective(s)

Clinical and Care Excellence <ul style="list-style-type: none"> • Improving health • Keeping you safe • Innovating our care 	X	Partners in Care <ul style="list-style-type: none"> • Working in partnership • Listening and responding • Communicating well 	X
A Great Place to Work <ul style="list-style-type: none"> • Growing talent • Leading by example • Being inclusive • Learning from experience • Improving wellbeing 	X	Safe and Sustainable <ul style="list-style-type: none"> • Protecting our environment • In control • Well run 	X
Other (please explain below)		All of above	

2 Report summary

The NHS Highland Integrated Performance & Quality Report (IPQR) is aimed at providing a bi-monthly update on the performance based on the latest information available. It also reports on actions being taken to address any performance issues with risks and mitigations embedded.

The contents of the report are aligned to NHS Highlands governance structures and informed by the remobilisation plan 4 and Scottish Government targets. This will evolve as we develop our annual operating plan.

The report is split into 5 sections in line with our emerging strategy “Together We Care” (population, people, pathways, performance and progress). Detailed information on the targets including trends and benchmarking with similar boards is also provided.

We are continuing the review of the current IPQR process and reporting to ensure it meets the needs and assurances the board requires along with supporting our governance committees. Continuous engagement with the exec leads and non-executive board members who chair these committees will be key to continuous development of a revised format. To support this continuous review within the May 2022 version we aim to have:

- More detailed intelligence from public health to incorporate wider work including vaccination transformation metrics
- A section focusing on population and patient experience
- Elective care progression and trajectory to 100% of 19/20 capacity by September
- Expansion of adult social care intelligence
- Outpatients looking at community and acute where appropriate
- Argyll & Bute IJB in line with their internal governance mechanisms

2.1 Situation

The IPQR summarises the key areas across our system and is starting to incorporate wider data to describe the “story” of the target areas. Each area also has a commentary by the Executive Lead along with the key risks and mitigations.

Our aim is to have an IPQR for each of our Governance Committees and Programme Boards across NHS Highland to create visibility of our performance and quality as a whole system approach.

2.2 Background

The background to the IPQR has been previously discussed in the NHS Highland Board.

2.3 Assessment

A review of these indicators will take place in the associated Programme Boards, Performance Recovery Board and governance committees. As we continue to revise the IPQR we will also consider other performance measures that the Exec Leads and Non-Executive's wish to have oversight of.

2.4 Proposed level of Assurance

This report proposes the following level of assurance in terms of the integrity of intelligence and the process:

Substantial	<input checked="" type="checkbox"/>	Moderate	<input type="checkbox"/>
Limited	<input type="checkbox"/>	None	<input type="checkbox"/>

3 Impact Analysis

3.1 Quality/ Patient Care

IPQR gives an integrated summary of our quality and patient care across the system. The impact on patient experience will be more fully described in May 2022 as we move to a revised format working closely with the Director of Nursing & AHPs and the Medical Director along with the Non-Executive Directors who chair the governance committees.

3.2 Workforce

IPQR gives a summary of our key performance indicators relating to staff governance across our system. Wider people & culture metrics are being developed as part of the culture programme/workforce board and this section will continue to be revised and improved working collaboratively with our Director of People and Culture.

3.3 Financial

The financial summary is now separate.

3.4 Risk Assessment/Management

This intelligence contained in the IPQR is managed operationally and overseen through the appropriate Governance Committees, and the Performance Recovery Board. It will form part of continual improvement by all sectors involved and allow consideration of the intelligence presented as a whole system. We will consider the risks that are presented within the IPQR as part of our review of the corporate risk register.

3.5 Data Protection

The Plan does not involve personally identifiable information.

3.6 Equality and Diversity, including health inequalities

An impact assessment has not been completed because this is a summary report.

3.7 Other impacts

No relevant impacts.

3.8 Communication, involvement, engagement, and consultation

This is a publicly available document. We aim to share this more widely internally and externally to develop understanding of the system. It has recently been shared at the Area Clinical Forum to develop clinical engagement.

3.9 Route to the Meeting

This intelligence (not necessarily in this format) has been considered by the governance committees and all Executive Leads have provided the context on their intelligence.

4 Recommendation

- Discuss the information presented today and consider the implications in terms of our performance and quality outcomes for our population within NHS Highland
- Be aware that the format and content of the report is continually being reviewed to provide the Board with an IPQR that meets the needs of the organisation.

4.1 List of appendices

The following appendices are included with this report:

- Appendix – IPQR March 2022