

Wednesday, 5 July 2023

**ADULT SOCIAL CARE AND HEALTH OVERVIEW AND SCRUTINY
SUB-BOARD**

A meeting of **Adult Social Care and Health Overview and Scrutiny Sub-Board**
will be held on

Thursday, 13 July 2023

commencing at **2.00 pm**

The meeting will be held at Paignton Library, Great Western Road, Paignton, TQ3
5AG

Members of the Committee

Councillor Joyce (Chairman)

Councillor Johns (Vice-Chair)

Councillor Bryant

Councillor Billings

Councillor Long

Together Torbay will thrive

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Email: governance.support@torbay.gov.uk - www.torbay.gov.uk

ADULT SOCIAL CARE AND HEALTH OVERVIEW AND SCRUTINY SUB-BOARD AGENDA

1. **Apologies**
To receive apologies for absence, including notifications of any changes to the membership of the Committee.
2. **Minutes** (Pages 4 - 6)
To confirm as a correct record the minutes of the meeting of the Adult Social Care and Health Overview and Scrutiny Sub-Board held on 23 February 2023.
3. **Declarations of Interest**
 - a) To receive declarations of non pecuniary interests in respect of items on this agenda

For reference: Having declared their non pecuniary interest members may remain in the meeting and speak and, vote on the matter in question. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.
 - b) To receive declarations of disclosable pecuniary interests in respect of items on this agenda

For reference: Where a Member has a disclosable pecuniary interest he/she must leave the meeting during consideration of the item. However, the Member may remain in the meeting to make representations, answer questions or give evidence if the public have a right to do so, but having done so the Member must then immediately leave the meeting, may not vote and must not improperly seek to influence the outcome of the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

(**Please Note:** If Members and Officers wish to seek advice on any potential interests they may have, they should contact Governance Support or Legal Services prior to the meeting.)
4. **Urgent Items**
To consider any other items that the Chairman decides are urgent.
5. **Terms of Reference and Membership of the Adult Social Care and Health Overview and Scrutiny Sub-Board** (Page 7)
To note the Terms of Reference and Membership of the Sub-Board as approved at the Annual Council meeting on 25 May 2023.
6. **Adult Social Care and Health Overview and Scrutiny Sub-Board Work Programme 2023/24** (Pages 8 - 14)
To approve the work programme for the Board for the 2023/2024 Municipal Year.

7. Torbay and South Devon NHS Foundation Trust Quality Account 2022/23 (Pages 15 - 71)

To review the Quality Account for 2022/24 and provide feedback to Torbay and South Devon NHS Foundation Trust.

Additional key lines of enquiry:

- How is the process for managing mental capacity working across all areas with Torbay Hospital;
- How is the change of mental health medication being monitored and information transferred to GP surgeries?
- How quickly are the SARS reports and care packages being done for adult social care when people are being discharged into the community?
- Is there a guided timeframe and what are the statistics?

(Note: Liz Davenport, Chief Executive Officer and Deborah Kelly, Chief Nurse, both of Torbay and South Devon NHS Foundation Trust will present this item).

8. Adult Social Care and Health Overview and Scrutiny Sub-Board Action Tracker (Pages 72 - 73)

To receive an update on the implementation of the actions of the Sub-Board and consider any further actions required (as set out in the submitted action tracker).

Meeting Attendance

Please note that whilst the Council is no longer implementing Covid-19 secure arrangements attendees are encouraged to sit with space in between other people. Windows will be kept open to ensure good ventilation and therefore attendees are recommended to wear suitable clothing.

If you have symptoms, including runny nose, sore throat, fever, new continuous cough and loss of taste and smell please do not come to the meeting

**Minutes of the Adult Social Care and Health Overview and Scrutiny
Sub-Board**

23 February 2023

-: Present :-

Councillor Johns (Chairwoman)

Councillors Loxton, Douglas-Dunbar, Foster and O'Dwyer

(Also in attendance: Councillor Stockman)

23. Minutes

The minutes of the meeting of the Sub-Board held on 26 January 2023 were confirmed as a correct record and signed by the Chairwoman.

24. Care Quality Commission Regulation of local authority functions relating to adult social care

Jo Williams, Director of Adults and Community Services and Cathy Williams, Strategic Lead for Adult Social Care Quality and Assurance presented their report on changes brought about by the Health and Social Care Act 2022, in relation to the regulation by the Care Quality Commission of local authority adult social care functions and responded to the following questions:

- There were a lot of people in bedded care when there may be a better alternative based on individual needs. How was this being assessed?
- What was the position with regards to providing supported living as an alternative to residential care?
- How were safeguarding issues being avoided?
- Was the Deprivation of Liberty framework still included within safeguarding?
- How many individuals carry out mental capacity assessments?
- If an individual lacks mental capacity and was abused, would that individual still receive support?
- What was offered in respect of short breaks for carers and what types of breaks were offered?
- Would it be sensible to have a Devon wide approach to offering respite?
- Was there anything that had come to light that we did not know at the time of the initial assessment?
- How would impact on services be mitigated and managed given that it was unknown as to when the inspection would take place?

- Were any further costs anticipated and if so, could those additional costs be met within the existing budget?
- How could the assessment be used to help care audits and review of weaker areas?
- There was a low take up on direct payments – what was the reason for that?
- Who replied in respect of the Table Two: Overall Assessment survey?
- Were key performance indicators included for training days in Table Six: Assessment Summary - Leadership?
- Was there a potential weakness around due diligence when using procurement frameworks for contracts? If there were weaknesses how were they dealt with?
- Should person centred care really be embedded around a person's needs?

Councillor Stockman, as Cabinet Member for Adults and Public Health provided an update to the Sub Board following the Adult Social Care Continuous Improvement Board meeting (preparing for Assurance Workshop) which took place on 17 February 2023.

Resolved (unanimously):

1. that the Members of the Board noted the contents of the report;
2. that the Director of Adults and Community Services be requested to consult with the Integrated Care Partnership and look at the southern area overall to explore vacant capacity for respite beds and how the Council could work with Devon County Council and other partners in that respect;
3. that the Director of Adults and Community Services to provide the Sub Board with a written response in respect of Recommendation 2 with the outcome of enquiries;
4. that the Director of Adults and Community Services provide the Sub Board with a written response detailing further information in respect of Table 2: Overall Assessment; and
5. that the Sub Board scrutinise and consider the CQC Assurance Improvement Plan once it is available.

25. Adult Social Care and Health Overview and Scrutiny Sub-Board Action Tracker

The Sub-Board noted the submitted action tracker. The Clerk provided the following updates:

- Update on Minute 20 - The review of the Transformation and Sustainability Plan for Adult Social Care has been added to the future Work Programme - complete.

Chairwoman

Schedule 4 – Terms of Reference

Overview and Scrutiny Board and Sub-committees, Regulatory and Other Committees, Area Committees, Working Parties and Other Bodies

<p>Adult Social Care and Health Overview and Scrutiny Sub-Board:</p> <ol style="list-style-type: none"> 1. to review how the needs and interests of adults are met by all departments, policies, services and decisions; and how performance is evaluated and improved; 2. to review universal, targeted and specialist services for adults including: <ul style="list-style-type: none"> • prevention and management of risk; • social care; • adults wellbeing; • education – supporting and enabling learning for adults; • internal and external partnership working for adults; • supporting adults and carers; and • relevant financial management; 3. to consider all matters and issues arising from the Council's power of scrutinising local health services in accordance with the Health and Social Care Act 2001, the National Health Service Act 2006 and Health and Social Care Act 2012; 4. to assess the effectiveness of decisions of the Cabinet in these areas of the Council's statutory activity; and 5. to make reports and recommendations as appropriate arising from this area of overview and scrutiny. 	<p>This is a Sub-Committee of the Overview and Scrutiny Board and comprises 5 members of the Council in accordance with the political balance requirements (excluding Members of the Cabinet), Chaired by the Scrutiny Lead for Health and Adult Services.</p> <p>Conservative Group (3): Cllrs Billings, Bryant and Joyce</p> <p>Liberal Democrat Group (2): Cllrs Johns and Long</p> <p>Non-Voting Co-opted Members:</p> <p>Healthwatch (1):</p> <p>Chair of Voluntary Sector Network (1):</p>
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Adult Social Care and Health Overview and Scrutiny Sub-Board Work Programme 2023/2024

Timetable of Meetings

Date	Meeting	Issue	Outcomes and Objectives
13 July 2023	Board	Torbay and South Devon NHS Foundation Trust Quality Account 2022/23	<p>To review the Quality Account for 2022/24 and provide feedback to the Trust.</p> <p>To provide an update on how the process for managing mental capacity is working across all areas within the Hospital – Liz Davenport, CEO and Deborah Kelly – Chief Nurse</p> <p>Additional questions to be emailed to officers in advance of meeting:</p> <ul style="list-style-type: none"> • How change of mental health medication is being monitored and information being transferred to GP surgeries? • How quickly are the SARS reports and care packages being done for adult social care when people are being discharged into the community? • Is there a guided timeframe and what are the statistics?

Date	Meeting	Issue	Outcomes and Objectives
13 July 2023	Board	Adult Social Care and Health Overview and Scrutiny Sub-Board Work Programme	To approve the Initial Adult Social Care and Health Overview and Scrutiny Sub-Board Work Programme for 2023/2024 – Councillor Joyce/Anne Hawley
17 August 2023	Board	Thriving Communities Where People Can Prosper – Out Draft Strategy for Adult Social Care in Torbay	To consider the draft strategy and make recommendations to the Cabinet – Jo Williams/Councillor Tranter
17 August 2023	Board	Draft Learning Disability Strategy Consultation	To consider the draft strategy and make recommendations to Cabinet - Consultation officer – Savana Lawler, Commissioning Support Officer/Jo Williams/Councillor Tranter
17 August 2023	Board	Adult Social Care Procurement and Contracting Review and Action Plan	To review the report and action plan (via the Adults Continuous Improvement Board) – Steve Holman/Deborah Gidman/Councillor Tranter

Date	Meeting	Issue	Outcomes and Objectives
17 August 2023	Board	Homeless Support and Providers	<p>To consider a review on homeless support and providers, looking at costs and best practice for:</p> <ul style="list-style-type: none"> • local authority Team; • Voluntary and community sector; • Leonard Stocks; and • HMOs. <p>Tara Harris/Councillor Tranter</p> <p>Additional questions/actions to be circulated to officers prior to the meeting:</p> <ul style="list-style-type: none"> • Anne to invite a representative from Drug and Alcohol Team, Shrublands • How many people are being housed in hotels. <p>(Note: Members from the Children and Young People’s Overview and Scrutiny Sub-Board Members to be invited so that they can ask questions relating to children’s homelessness issues.</p>
14 September 2023	Board	Wellbeing and Prevention	<p>To review adult social care and voluntary sector wellbeing and prevention work (including mental health) – Community and Voluntary Sector Alliance – Steve Honeywill/Jo Williams/Councillor Tranter</p>

Date	Meeting	Issue	Outcomes and Objectives
14 September 2023	Board	Review of Domiciliary Care Provision at Home	To review the current arrangements for domiciliary care in Torbay and if it provides value for money for service users - Steve Honeywill/Jo Williams/Councillor Tranter
14 September 2023 (TBC)	Board	Adult Social Care and the Integrated Care Organisation (ICO)	To review the commissioned arrangements between the Council and the Integrated Care Organisation/Torbay and South Devon NHS Foundation Trust for delivery of adult social care and what is working well and what is not working well – Jo Williams/Councillor Tranter
12 October 2023	Board	Adult Social Care Self-Assessment – 1 ½ hours	To consider a report on the self-assessment of Adult Social Care provision and performance within Torbay including safeguarding in the community and to make recommendations to the Cabinet or Adult Social Care Continuous Improvement Board – Jo Williams/Cathy Williams/Councillor Tranter

Date	Meeting	Issue	Outcomes and Objectives
12 October 2023	Board	Home Discharge and Care Homes	<p>To consider the following issues:</p> <ul style="list-style-type: none"> • performance and safety of discharges from hospital to care homes or other provision; • learning from transfers to and from hospital; • enhanced care in care homes; • safe care (QAIT); • training for staff; and • quality of life. <p>Jo Williams/Councillor Tranter</p>
23 November 2023	Board	Update on Dentistry Provision in Torbay	<p>NHS England/the Integrated Care Partnership to provide an annual update to the Torbay Adult Social Care and Health Overview and Scrutiny Sub-Board on improvements in dental access and planned oral health improvement initiatives, including key outputs and key performance indicators via an accessible dashboard (the content of which to be agreed with the Director of Public Health) – Lou Farbus to co-ordinate/Mark Richards/Lincoln Sargeant/Councillor Tranter - also invite Brixham Town Council and the Children and Young People’s Overview and Scrutiny Sub-Board Members so that they can ask questions relating to children’s dentistry.</p>
23 November 2023	Board	Care Quality Commission Audit	<p>To receive assurance that all relevant actions are in place for the forthcoming Care Quality Commission Audit of Adult Social Care – Jo Williams/Cathy Williams/Councillor Tranter</p>

Date	Meeting	Issue	Outcomes and Objectives
21 December 2023	Board	Dementia Support	To review the support available to people with dementia, including digital support – Jo Williams/Councillor Tranter
21 December 2023	Board	Review the Transformation and Sustainability Plan for Adult Social Care and Adult Social Care Costs	Arising out of recommendation at Board meeting on 26 January (Review of Domiciliary Care report) that the Board reviews the Transformation and Sustainability Plan for Adult Social Care when it is available. Shelly Machin/Steve Holman/Councillor Tranter
18 January 2023		NHS Plans - Health and Wellbeing Coverage Across Torbay	<p>To consider the following issues:</p> <ul style="list-style-type: none"> • GP coverage across Torbay and resident's access to GPs. • the proposed Community Health Hub in Paignton. • Drug and alcohol services and treatment. • feedback on the effectiveness of PALS. • maternity services and provision. • adult social care and Care Quality Commission priorities working with GPs and Social Services and the voluntary and community sector. <p>Integrated Care Organisation/NHS/Jo Williams/Councillor Hayley Tranter</p>

Date	Meeting	Issue	Outcomes and Objectives
18 January 2024		Review Care Quality Commission (CQC) Assurance Improvement Plan	The Sub Board to scrutinise and consider the CQC Assurance Improvement Plan once it is available – recommendation arising out of 23 Feb meeting - Jo Williams/Cathy Williams/Councillor Tranter
15 February 2024		Workforce plan for Adult Social Care	To review the workforce plan for Adult Social Care. – Jo Williams//Councillor Tranter
14 March 2024			
11 April 2024			
Date to be confirmed	Board	Building a Brighter Future Strategic Outline Case	To receive an update on the redevelopment proposals at Torbay Hospital – Emily Taylor (Adel Jones/Chris Knight - attendees to be confirmed)

Devon NHS Long Term Plan (topics and dates to be confirmed)



Our People

**Quality Account
2022/23**

BUILDING A
**Brighter
Future**
improving health & care
in Torbay & South Devon

Quality Account 2022/23

Approved by Trust Board on 28 June 2023

Includes commissioner feedback received on XXX

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Appendices:

- 1) ND1037 - (SHOT) Serious Hazards of Transfusion: UK National haemovigilance scheme.
- 2) (SSNAP) Stroke care - Sentinel Stroke National Audit Programme – ND0948 refers to all of the above stroke action plans.

ABOUT THIS DOCUMENT

The content of this account and its publication on our website is a regulatory requirement for NHS organisations. However, we want our quality account to be a meaningful and easy-to-use reference point for people wanting to get a sense of the quality of our services.

To this end we have aimed to make this account as clear and user-friendly as possible so that everyone can understand the quality of the services provided last year and see what we will be doing to improve our services in the year ahead.

For NHS services the definition of quality is broadly accepted as having the following dimensions:

- patient safety
- clinical effectiveness
- experience of care.

It is through these categories that we define our quality priorities and measure how we are doing in delivering them.

Further information about quality accounts in general can be found at: <https://www.nhs.uk/using-the-nhs/about-the-nhs/quality-accounts/about-quality-accounts/>

For more information about our services, or to tell us what you think about this report or anything we do please contact us at communications.tsdf@nhs.net.

1 INTRODUCTION AND STATEMENT OF QUALITY

About us

We are a proud integrated health and care organisation of more than eight years' standing. We serve our local people by providing community care, adult social care and acute care, from Torbay Hospital as well as four community hospitals stretching from Dawlish to Brixham.

Increasingly, we are providing more care as close to home as possible for our people; reducing their need to travel and helping to keep them safe and live well. More and more we are delivering care directly into people's homes either through visits, online or telephone appointments and offering as many appointments as we can at local health and wellbeing centres and community hubs.

Making sure people are safe is at the heart of what we do. This not only includes the people we care for in our hospitals and in our communities but also our dedicated staff.

We have made significant advances over the years in leading and innovating care across a range of clinical services.

As a well-established integrated care organisation, we know the value of working in partnership with others and the positive impact this has for our local population. In progressing our quality agenda, we are committed to including and listening to our people and communities to improve our understanding of their needs and acting together to deliver better health and care for all.

During the past year we have taken further steps to strengthen our partnerships across the Devon health and care system. Together we have developed a single improvement plan that places quality and patient safety at the heart of how we work, making it the principal driver for change in how we collectively deliver against our identified strategic quality improvements.

Our three-year quality and safety plan outlines our approach to quality, setting out our ambition for excellence and outstanding care through a set of strategic quality goals and improvement priorities. Drawing on the NHS Patient Safety Strategy 2019 and international best practice, this document sets out our ambitions and the actions we will take to make our vision a reality.

In this year's Quality Account, we reflect on the strategic changes that are taking place to address the systemic issues and challenges that impact the quality and safety of care as well as share the improvements being made against the clinical improvement priorities agreed against our four quality goals.

Our vision of excellence in quality

We are committed to delivering outstanding care, ensuring excellence in experience and outcomes for our people who use our services and the wider communities we serve.

While there is no universal definition of 'excellent care', it is important to be clear about what we are aiming to achieve— providing clarity on our purpose enables us to know when we are not delivering against our ambition for both people who use our services and those who work within our services (our dedicated staff).

Our vision of excellent care means that we aim to:

- ✓ meet the needs of the people we serve, ensuring care is compassionate and person centred and that it is focused on what matters to patients, families and carers
- ✓ provide care that is free from harm and where the clinical outcomes are comparable with the best in the world
- ✓ empower and enable our people to deliver the very best care
- ✓ establish the infrastructure and foster the culture that empowers and enables our talented people to focus on the things that matter most to them
- ✓ work in partnership to improve the quality of care and reduce health inequalities with patients our staff and partners across the Devon health and social care system.

Our quality goals

Our understanding of quality reflects the description of quality as set out in the '*High Quality for All, NHS Next Stage Review*' (2008). The three components of quality; safety, effectiveness and patient experience are linked. A service cannot be judged to be excellent because it is safe while ignoring its effectiveness or people's experience.

We held a number of listening and engagement sessions with our people between February and June 2021 to help us identify our key issues and explore the options to address them. Together we co-designed our four quality and safety goals which are aligned to our vision for better health and care for all.

In this year's Quality Account, we will share our progress against the clinical improvement priorities we agreed against the four quality goals, specifically:

- ✓ sepsis
- ✓ deteriorating patient
- ✓ falls
- ✓ nutrition and hydration
- ✓ experience of patients on discharge.



Summary of our quality report

I am pleased to introduce our quality account for 2022/23.

There is no doubt the quality and safety of care has been tested in the last three years. While the COVID-19 pandemic has been declared officially over by the World Health Organisation, people living and working in our local communities continue to be significantly affected by the consequences of the pandemic.

Waiting lists for many services are much longer than any of us would wish and people are experiencing unacceptable delays in treatment and accessing services which is having an adverse impact on their experience and clinical outcomes.

The scale of the challenges we are facing serves to highlight the importance of service transformation and finding new ways to support and treat people who need our care, particularly ways in which wellbeing can be maintained and ill health prevented for both physical and mental health. Our vision is, and remains, better health and care for all.

Never has our commitment to quality and patient safety been more important. We are committed to reinforcing and enhancing our culture of safety, enabling our people to feel safe and confident to speak up. We are embedding a quality improvement approach at every level and this year we have launched our new quality boards which we are rolling out across all services.

Our new compassionate leadership framework will ensure we listen and act upon what people tell us. Being civil and respecting each other are central to creating a just learning culture that will help us deliver all aspects of our work and will help us to make patient safety everyone's business.

The ongoing challenges we are facing and the understandable stresses these are causing again only serve to highlight the importance of focusing on the health and wellbeing of our people so that we can deliver the best care we can.

We have made it a priority to reduce our reliance on agency staff and increase our activity around recruitment as well as developing homegrown talent through our successful apprenticeship programmes.

A further key element to our approach to quality includes a continued focus on building meaningful partnerships, with our patients, community, our staff and colleagues across the health and care system ensuring that we are listening to what matters to our people and reflecting this in our work.

We are committed to putting people at the centre of our thinking and working more closely with colleagues from different organisations. There are examples of how we are doing this throughout our quality account.

As we look to the future it is vital that we strengthen these relationships and develop collaboration across not only clinical but also corporate and operational services.

I commend this quality account to you and confirm that, to the best of my knowledge, the information in the document is accurate.



Liz Davenport
Chief Executive Officer, Torbay and South Devon NHS Foundation Trust

2.1 PRIORITIES FOR IMPROVEMENT

IMPROVEMENT PRIORITIES FOR 2022/23 – HOW WE DID

Throughout the year we remained relentlessly focused on addressing the quality and safety challenges that emerged across our services following the pandemic. We have taken a number of significant steps to ensure that wherever a patient is cared for, acute and/or community services, we collectively work together to deliver the very best care, and achieving the best outcomes and experience.

Along with our partner NHS organisations across Devon, we entered into a higher level of regulatory support and monitoring in 2022. This has required us to work together differently to address the more systemic quality and patient safety issues that have emerged in care and treatment across the NHS and in particular the community we serve in Torbay and South Devon.

We strengthened our partnership across health and social care to ensure we are better placed to address risks of delay in access to treatment.

In 2022/23, we developed a single quality improvement plan across Devon to address issues of quality and safety of care, with specific targets around improvements to reduce/eliminate long waits for planned and emergency care. We are pleased that we have made progress in these areas.

Emergency care

We continued to see significant challenges around delays in our communities accessing and being seen across the emergency pathway and we have implemented a range of improvements that started to have a positive impact over the winter and spring of 2022/23. These included the completion of our long awaited £15.7m Acute Medical Unit (AMU) which opened its doors in December 2022.

Our AMU is a flagship for our building a brighter future programme which aims to make a real difference to how we deliver services to and for our people. In addition, new pathways have been embedded over the last year alongside the development of virtual wards, which provide significant additional activity of 28 beds and will be further developed in 2023/24 to deliver 77 urgent care beds, providing specialist clinical observation and management in people's own homes.

Cancer care

The delivery of high-quality cancer care has been a key focus of our improvement work and we recognise that there is more we must do. During 2022/23 we were placed into Tier 1 scrutiny for cancer performance. We put a significant focus on improving cancer services and by March 2023 we had:

- ✓ met the standard for Faster Diagnostics with performance at 77% in March 2023
- ✓ sustained a significant reduction in the number of patients waiting more than 62 days for urgent suspected cancer, meeting the target for reduction
- ✓ delivered all of the Tier 1 performance improvement thresholds resulting in a recommendation that we exit Tier 1 monitoring.

Planned care

We have worked hard to reduce long waiting times for planned outpatients and operations supported by a significant programme of quality improvements. We know that long waits for planned procedures or appointments has a significant impact on people's health and wellbeing and we are committed to continuing to drive this improvement further in 2023/24.

The number of people who are waiting longest for our services is steadily and sustainably reducing including the following achievements by March 2023:

- ✓ no one waiting longer than 104 weeks
- ✓ significant reduction in people waiting for longer than 78 weeks (183 people at year end).

Our focus is the continued reduction in the number of people waiting more than 65 weeks and we are receiving external support to drive improvement aligned with the outpatient and surgical care transformation programme to maintain improvement into 2023/24.

Delivery against our quality and patient safety strategy

During the year we:

- ✓ developed a just culture framework that sets out clearly the intentions that must be in place to ensure we are fostering and promoting a culture of psychological safety for our people
- ✓ launched our just culture survey - the results will enable us to better understand the barriers we face in building culture of psychological safety and how we can work together to address these
- ✓ ensured the voice of people who use our services shaped how we recognise and reward our people through the continued roll out the Daisy and newly launched Primrose award
- ✓ rolled out a revised ward accreditation framework with stretch targets around specific quality improvements
- ✓ rolled out our quality boards – a visual tool within quality improvement methodology that aid services to chart and map quality improvement, providing both focus and a way to recognise achievement.

Clinical quality improvement priorities

Throughout the year we demonstrated improvements in key areas but we recognise that more must be done in 2023/24 to ensure improvements are sustained.

Our improvement goals for 2022/23 were to achieve:

- ✓ 100% compliance with sepsis bundle
- ✓ 100% compliance with all risk assessments for people who are admitted to hospital
- ✓ 100% compliance with nutrition and hydration risks within 24 hours of admission to hospital
- ✓ reducing the number falls resulting in harm when in hospital
- ✓ 100% compliance in vital signs undertaken within the prescribed timescale
- ✓ 100% compliance with early warning score recorded
- ✓ improved patient experience around discharge.



Quality priority one: improve identification and management of sepsis

Sepsis is a rare but serious complication of an infection. Without quick treatment, sepsis can lead to multiple organ failure and death. All NHS organisations focus on ensuring that when a person presents with symptoms that may be related to sepsis, key clinical interventions are initiated in line with the national standards are described as the ‘sepsis bundle’.

Our aim in 2022/23 was to improve our identification and management of people with sepsis to reduce the number of people who die from septic shock.

Our primary focus has been within our Emergency Department with roll out plan across high risk areas in 2023.

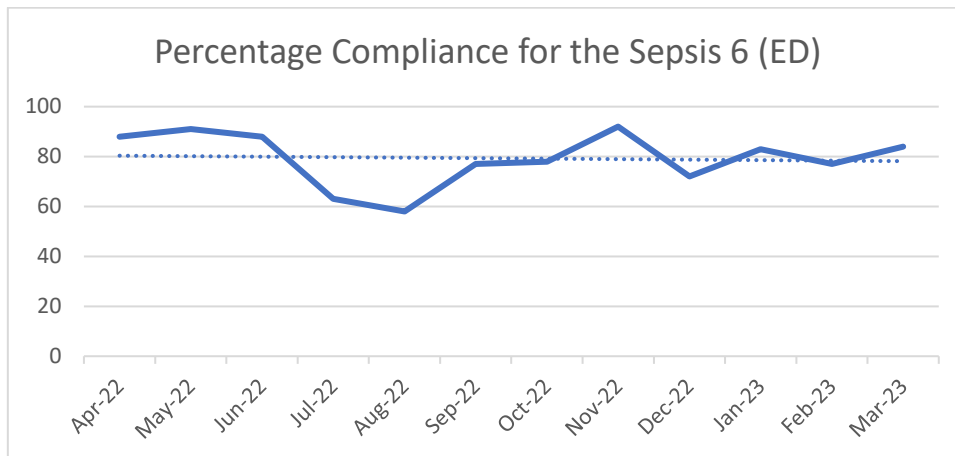


Key interventions delivered include:

- ✓ we strengthened the clinical leadership for the quality improvement program
- ✓ we established the overarching Sepsis Improvement Group and established the audit framework.
- ✓ we introduced a new audit tool
- ✓ we commissioned new training package for clinical teams.

How did we do?

Against a goal of 100% compliance with the sepsis bundle, we achieved 80% on average in our Emergency Department (ED).



Quality priority two: improve compliance around patient risk assessments

For us this means getting the fundamentals of care right every time. On admission to hospital and when being looked after in the community there are a range of risk assessments that must be undertaken to ensure we are identifying people at risk including falls, and malnutrition and dehydration.

In doing so we can safely and appropriately put in place care interventions that are personal and most relevant to a person’s need. Our aims in 2022/23 were to:

- ✓ achieve 100% compliance with all risk assessments for people who are admitted to hospital

- ✓ reduce the number of frail people falling when in hospital
- ✓ ensure everyone is assessed for nutrition and hydration risks within 24 hours of admission to hospital.

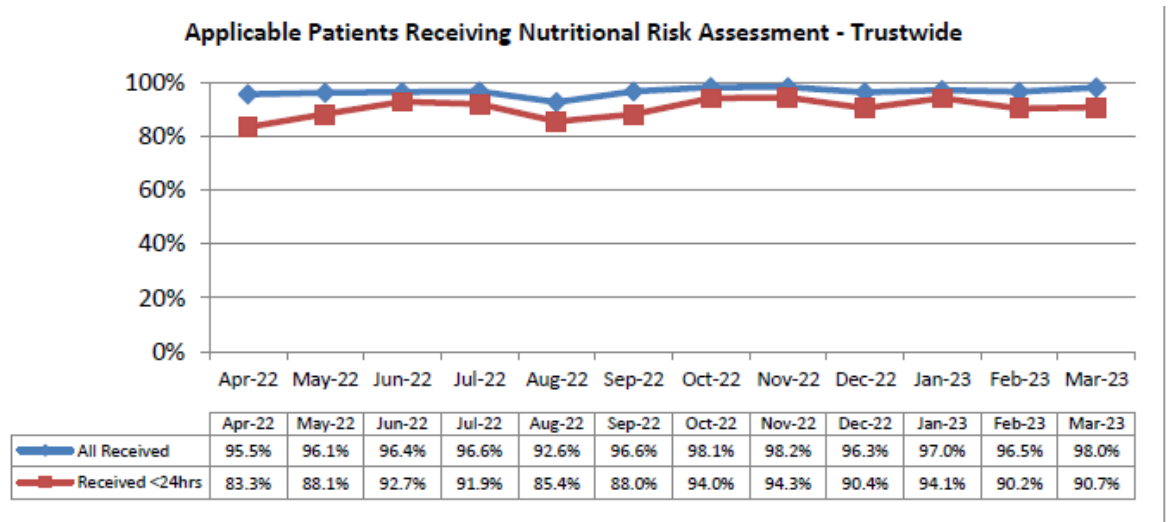
Risk assessments and nutrition and hydration



- Key interventions delivered include:**
- ✓ five a day audit of patient notes
 - ✓ daily review by nurse in charge
 - ✓ establishing our nutrition and hydration council to focus on improvement interventions
 - ✓ launching our nutrition and hydration campaign in spring of 2022
 - ✓ relaunching protected mealtimes on our wards
 - ✓ introducing greater daily monitoring in the 'five a day' audit
 - ✓ increasing meal time companions (from eight to 42)
 - ✓ introduced more robust governance process.

How did we do?

We achieved a 98% compliance for nutrition and hydration risk assessments being in March and an average of 96.4% compliance over 2022/23 however there is more we must do to ensure these are undertaken within the four-hour time scale of admission as this level of compliance is lower and while there has been a more sustained improvement in the last months of 2022/23 , this still falls below the 100%



Falls reduction

We recognised that there was a need to reduce the number of falls our people with frailty were sustaining when in our hospital care. Research has shown that multifactorial assessments and interventions that identify and treat the underlying reasons for falls can reduce falls by around 25%.

During the year we strengthened the application of the fall safe bundle which sets out a number of critical care interventions that can reduce the risk of people falling, some of which include making sure people have the correct footwear, visual assessments, appropriate lighting and call bells being near to hand. This year we introduced the requirement for people identified as being at risk of falling to have their lying and standing blood pressure recoded.



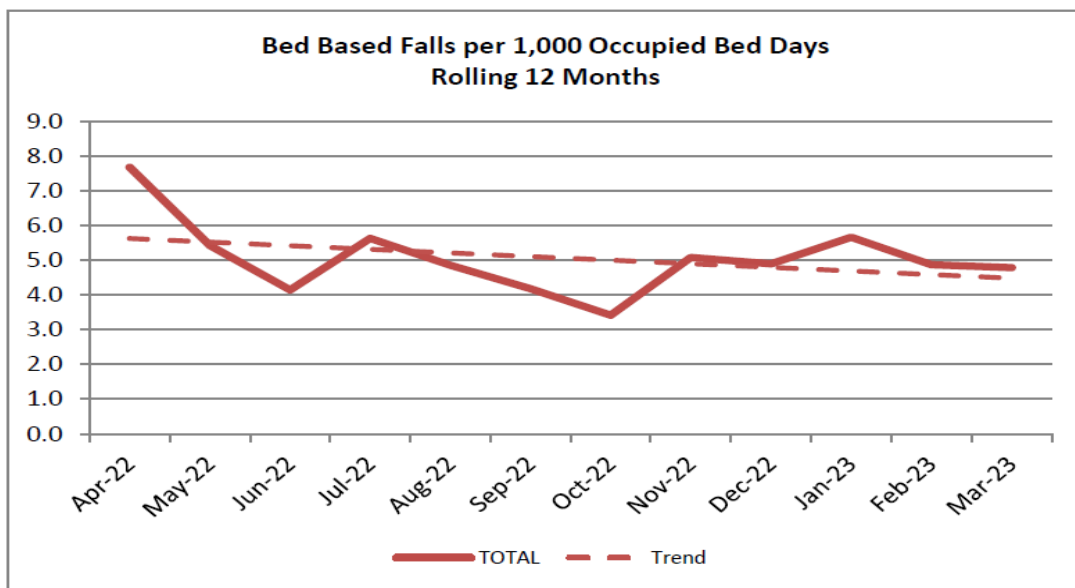
Key interventions delivered include:

- ✓ fall safe bundle imbedded including a 'lying and standing blood pressure'
- ✓ training 'lying and standing blood pressure'
- ✓ we are now achieving 45% compliance against a national average of 39% for lying and standing blood pressure being recorded
- ✓ visual assessment tool has been piloted and will roll out and add to fall safe bundle
- ✓ fall debrief being piloted.

How did we do?

In terms of a reduction in falls, the number of bed-based falls is reducing – we are currently seeing 4.8 falls per 1,000 against 6.1 in the previous year which identifies a 27% reduction in falls.

All Wards - Summary



Quality priority three: improved identification of deteriorating patient

We said we would focus on improving clinical outcomes by better supporting people whose condition is deteriorating when they are in hospital. This means ensuring all appropriate physiological observations are recorded at their initial assessment to inform a clear plan for further observations throughout their stay.



Key interventions delivered included:

- ✓ strengthened and rolled training in NEWs 2, target uplift to 100%
- ✓ regular monitoring through the deteriorating patient group
- ✓ targeted support for wards where there is underperformance

How did we do?

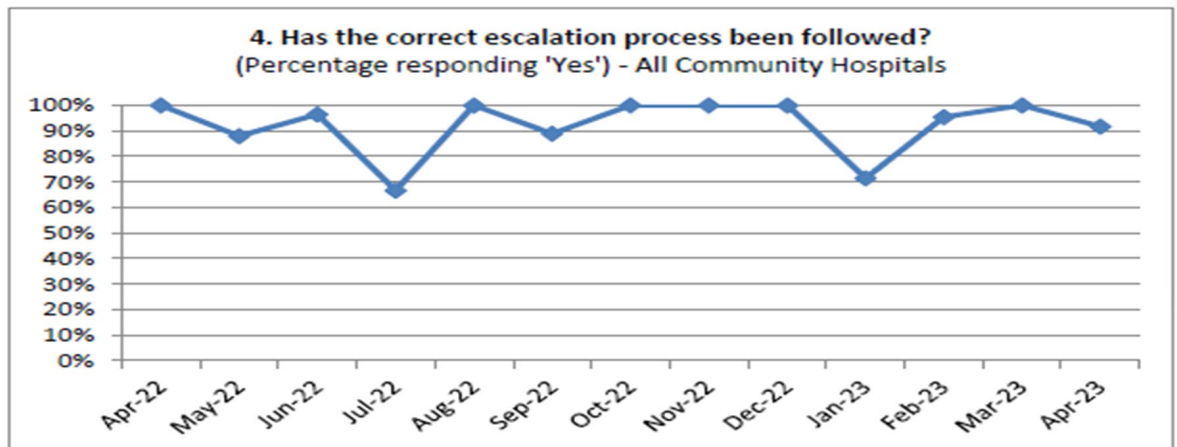
Our compliance with recording vital signs within the specified timescale

- ✓ performance of 98% vs target of 100%.

Completion of the early warning score (a physiological “track and trigger” system)

- ✓ performance of 100% meets our target.

Audit of escalation shows 100% across surgery in March, however this needs to be consistent and measured across all our inpatient services.



:

Quality priority four: improved experience for people being discharged

Preparing patients and their families around discharge home is a key priority. Ensuring that patients are involved in decisions about their care and the appropriate arrangements are made to ensure that the transition home is safe, personal and compassionate is crucial to their wellbeing.



Key interventions included:

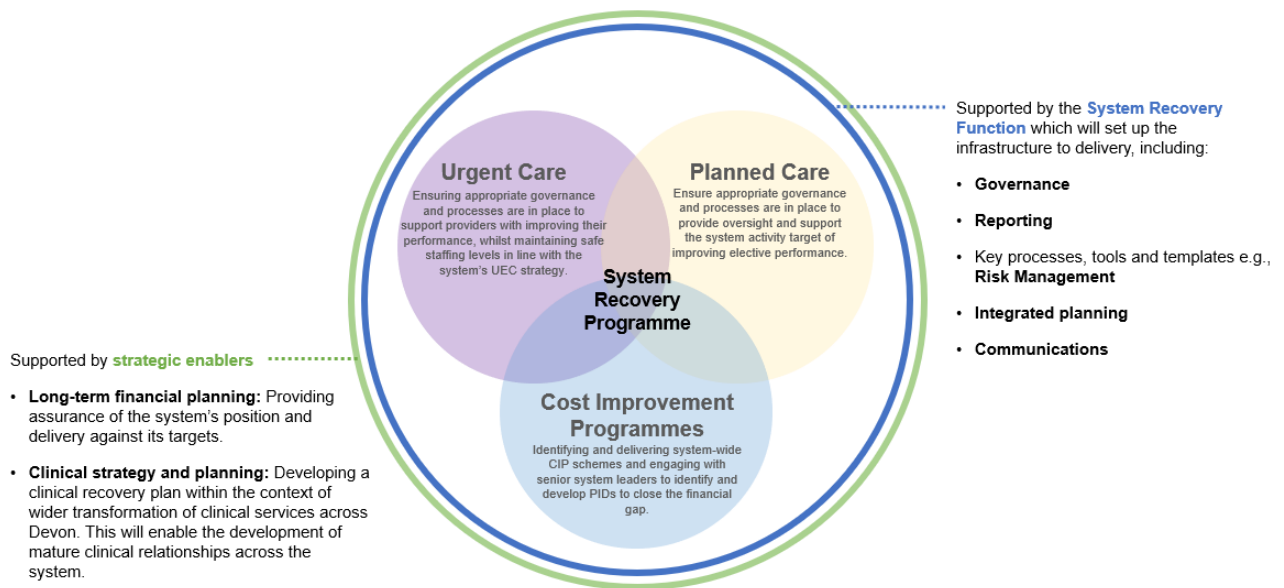
- ✓ introduced home for lunch Initiative
- ✓ enhanced discharge lounge
- ✓ targeted support for wards where there is underperformance
- ✓ review of preferred place of discharge
- ✓ follow-up of patients around person centred care

How did we do?

- ✓ patient feedback through the NHS patient survey 2023 showed we were performing in the top 20% in the following:
 - involved in decisions about your discharge
 - after leaving hospital did you get enough support
 - were you given enough information
- ✓ home for lunch: in March 2023 19.3% of people were discharged before 12 noon compared to 67.3% before 5pm
- ✓ enhanced discharge lounge – promoting a positive step to discharge - the number of people transitioning through our discharge lounge has doubled
- ✓ deep dive review underway looking at preferred place of discharge, current data shows 74% patients were discharged to their preferred place of care
- ✓ patient survey – ten randomly selected people who have been discharged each month to be called to collect themes on their experience of discharge due to start in the first quarter of 2023/4.

IMPROVEMENT PRIORITIES FOR 2023/24 – THE YEAR AHEAD

In 2023/24 our focus will be to deliver sustained improvements across acute and community services with a specific focus on planned and emergency care and delivery against the improvement targets set out by the national and regional team. In doing so we will work with system partners to ensure that we deliver against our commitments to address issues of inequity and inequalities emerging post pandemic. These will include the following improvement priorities:



Quality priority one: reduce harm resulting from delays in access to planned and emergency care

Our first priority is to deliver improvements across planned and unplanned services that will reduce harm associated with delays in care. Our ambitions are aligned with those of the wider Devon health and care system, which locally we are calling our regain and renew plan.

This is a new quality priority for 2023/24 to reflect the critical and urgent need to ensure there is consistent quality and equitable access to safe services across Devon. We will be working closely with Devon partners for many aspects of these plans, but the key goals that we have committed to deliver within our own organisation by March 2024 are as follows.

Key measures for unplanned care

- ✓ reduce ambulance handover delays greater than 15 minutes to 1,110
- ✓ increase the number of patients seen in ED within four hours to 76%
- ✓ reduce to zero the number of patients waiting more than 12 hours to be seen in ED
- ✓ increase pre-midday discharges to 35%
- ✓ reduce the number of people unnecessarily staying in hospital to 5%.

Key measures for planned care

- ✓ eliminate all waits over 78 weeks
- ✓ reduce waits over 65 weeks to 1,091
- ✓ diagnose 75% of GP-referred cancer patients within 28 days
- ✓ reduce the number of cancer patients waiting over 62 days to 138.

In concert with the above, we will deliver the following improvement measures in collaboration with Devon partners:

- ✓ develop a shared control centre for urgent and emergency care to balance pressure and resources across organisations
- ✓ expand use of virtual wards to manage patient care remotely so that more people can stay at home
- ✓ further develop our frailty and fall services to improve outcomes and experience for people
- ✓ implement a Devon-wide waiting list system that will allow organisations to see people more equitably across different areas
- ✓ develop more advice and guidance services associated with patient-initiated follow-ups
- ✓ improve quality of and access to primary care services.

Quality priority two: achieve sustained improvements against 2022/23 priorities

We recognise that there is more we must do to ensure we sustain current performance and improvement achieved this year around sepsis, deteriorating patient, experience of patient on discharge, falls reduction and risk assessments.

In 2023/24 we will continue our improvement journey against the four quality improvements set out in 2022/23, specifically focusing on:

- ✓ we will roll out the sepsis bundle audit framework across our services and improve compliance within our emergency department, rolling out our new policy in June 2023
- ✓ we will remain focused on the fundamentals of care with a view to improving on the timelessness of risk assessments and strengthening the safe bundle to ensure a greater compliance with lying and standing blood pressure
- ✓ we will roll out the early warning score escalation audit across all departments to ensure we are consistently confident that timely and safe escalation takes place when a person's condition deteriorates.

Quality priority three: enhance the experience of people who use our services with focus on leaving hospital

In 2023/24, we will continue to enhance the experience of people who use our services wherever their care may be delivered across acute and community services. This will involve responding to what patients have told us about their care.

In 2022/23, people told us that their care needs to be more personalised. As part of our wider personalisation agenda across we will take steps to ensure that care plans are personalised.

There will be a focused improvement program across our care of the elderly wards and we will make better use of the environment to ensure that we are responding to the needs of our most vulnerable and frail patients through a focused program of work around dementia care. This work will be mapped through a newly established 'care of the elderly, excellence in care group'.

In addition to the priorities set out above, we will continue with our focus on delivery of the national patient safety strategy, ensuring that the role of patient safety leader is rolled out in 2023/24.

MONITORING AND REPORTING PROGRESS

The quality of our services is monitored through a rigorous reporting framework that provides structure and a regular timescale to the professional approach and cultural values that are lived in our organisation each day.

Day-to-day quality standards and issues that arise are overseen through the following hierarchy:

- ✓ our Board of Directors, with our Chief Nurse as the accountable individual
- ✓ quality assurance committee
- ✓ quality improvement group
- ✓ integrated governance group for each of our six integrated service units (ISUs)
- ✓ associate directors of nursing and professional practice have delegated responsibility for quality within ISUs.

In support of this annual quality report, quality is a major part of our monthly board report and features in monthly reports for each of the above groups.



2.2 STATEMENTS OF ASSURANCE

These statements follow a prescribed form of words legally required by the Healthcare Act 2009, amended 2011.

OVERVIEW OF SERVICES

During 2022/23 we provided and/or sub-contracted 52 relevant health services. We have reviewed all available data relating to the quality of care in 52 of these services.

CLINICAL AUDIT PARTICIPATION

For the Quality Account, the National Advisory Group on Clinical Audit and Enquiries has published a list of national audits and confidential enquiries. Participation in these is seen as a measure of quality of any NHS organisation's clinical audit programme. The detail which follows relates to this list.

During 2022/23, **41** national clinical audits and **three** national confidential enquiries covered relevant health services that we provide.

During this period, we participated in **95%** national clinical audits and **100%** national confidential enquiries of the national clinical audits and national confidential enquiries which we were eligible to participate in.

The national clinical audits and national confidential enquiries that we were eligible to participate in during 2022/23 follow.

Participation in national clinical audits and confidential enquiries

National audits	Eligibility	Participation
Breast and cosmetic implant registry (BCIR)	Yes	Yes
Case mix programme (CMP)	Yes	Yes
Child health clinical outcome review (NCEPOD)	Yes	Yes
Cleft registry and audit network database	No	N/A
Elective surgery (national PROMS programme)	Yes	Yes
Emergency medicine QIPs (RCEM)	Yes	Yes
Epilepsy 12	Yes	Yes
Falls and fragility fracture audit programme (FFFAP)	Yes	Yes
National gastro-intestinal cancer programme	Yes	Yes
Inflammatory bowel disease (IBD) audit	Yes	N/P
LeDeR – learning from lives and deaths of people with a learning disability and autistic people	Yes	Yes
Maternal and newborn infant clinical outcome review programme	Yes	Yes
Medical and surgical clinical outcome review programme (NCEPOD)	Yes	Yes
Mental health clinical outcome review programme	No	N/A
Muscle invasive bladder cancer audit	Yes	Yes
National adult diabetes audit	Yes	Yes
National asthma and chronic obstructive pulmonary disease (COPD) audit programme	Yes	Yes
National audit of breast cancer in older patients (NABCOP)	Yes	Yes
National audit of cardiac rehabilitation	Yes	Yes
National audit of cardiovascular disease prevention	No	N/A
National audit of care at the end of life (NACEL)	Yes	Yes
National audit of dementia	Yes	Yes
National audit of pulmonary hypertension	No	N/A
National bariatric surgery registry	No	N/A
National audit of seizures and epilepsies in children and young people (Epilepsy 12)	Yes	Yes
National cardiac arrest audit (NCAA)	Yes	Yes
National cardiac audit programme (NCAP)	Yes	Yes
National child mortality database	Yes	Yes

National clinical audit of psychosis	No	N/A
National early inflammatory arthritis audit (NEIAA)	Yes	Yes
National emergency laparotomy audit (NELA)	Yes	Yes
National joint registry	Yes	Yes
National lung cancer audit (NLCA)	Yes	Yes
National maternity and perinatal audit	Yes	Yes
National neonatal audit programme (NNAP)	Yes	Yes
National obesity audit	Yes	Yes
National ophthalmology database	Yes	Yes
National paediatric diabetes audit (NPDA)	Yes	Yes
National perinatal mortality review tool	Yes	Yes
National prostate cancer audit (NPCA)	Yes	Yes
National vascular registry	Yes	Yes
Neurosurgical national audit programme	No	N/A
Out of hospital cardiac arrest outcomes registry	No	N/A
Paediatric intensive care audit (PICAnet)	No	N/A
Prescribing observatory for mental health UK	No	N/A
Renal audits	No	N/A
Respiratory audits	Yes	N/P
Sentinel stroke national audit programme (SSNAP)	Yes	Yes
Serious hazards of transfusion scheme (SHOT)	Yes	Yes
Society for acute medicine benchmarking audit (SAMBA)	Yes	Yes
The trauma audit and research network (TARN)	Yes	Yes
UK cystic fibrosis registry	No	N/A
UK Parkinson's audit	Yes	Yes

Patient outcome programme incorporating national confidential enquires	Eligibility	Participation
Child health clinical outcome review programme (NCEPOD)	Yes	Yes
Maternal and newborn infant clinical outcome review programme (MBBRACE)	Yes	Yes
Medical and surgical clinical outcome review programme (NCEPOD)	Yes	Yes
Mental health clinical outcome review programme (NCISH)	No	N/A

Cases submitted to clinical audits and confidential enquiries

The national clinical audits and national confidential enquiries that we participated in, and for which data collection was completed during 2022/23, are listed below alongside the number of cases submitted to each audit or enquiry as a percentage of the number of registered cases required by the terms of that audit or enquiry.

National clinical audit and patient outcome programme incorporating national confidential enquiries	Cases submitted	% Cases
Breast and cosmetic implant registry	N/A	
Case mix programme (CMP)	N/A	
Elective surgery (national PROMS programme)	N/A	
Emergency medicine QIPs (RCEM)	N/A	
Epilepsy 12 - national clinical audit of seizures and epilepsies for children and young people	N/A	
Falls and fragility fracture audit programme (FFFAP) <ul style="list-style-type: none"> national audit of inpatient falls national hip fracture database 	N/A 442	100
National gastro-intestinal cancer programme <ul style="list-style-type: none"> national oesophago-gastric cancer national bowel cancer audit 	131 196	100 100
LeDeR – learning from lives and deaths of people with a learning disability and autistic people	N/A	
Maternal and newborn infant clinical outcome review programme	N/A	
National adult diabetes audit <ul style="list-style-type: none"> national diabetes core audit national pregnancy in diabetes audit national diabetes footcare audit national diabetes in-patient audit – harms 	N/A	
National asthma and chronic obstructive pulmonary disease (COPD) audit programme <ul style="list-style-type: none"> pulmonary rehabilitation – organisational and clinical audit 	1	100
National audit of breast cancer in older patients (NABCOP)	N/A	
National audit of cardiac rehabilitation	N/A	
National audit of care at the end of life (NACEL)	N/A	
National audit of dementia	N/A	
National cardiac arrest audit (NCAA)	N/A	
National cardiac audit programme (NCAP) <ul style="list-style-type: none"> myocardial ischaemia national audit project national heart failure audit 	287 397	100 100
National child mortality database	N/A	
National early inflammatory arthritis audit (NEIAA)	N/A	
National emergency laparotomy audit (NELA)	147	100
National joint registry		100
National lung cancer audit (NLCA)	219	100
National maternity and perinatal audit	N/A	
National neonatal audit programme (NNAP)	N/A	
National ophthalmology database	N/A	
National paediatric diabetes audit (NPDA)	146	100
National perinatal mortality review tool	N/A	
National prostate cancer audit (NPCA)	253	100

National vascular registry	N/A	
Sentinel stroke national audit programme (SSNAP)		100
Serious hazards of transfusion scheme (SHOT)	N/A	
Society for acute medicine benchmarking audit (SAMBA)	N/A	
The trauma audit and research network (TARN)		
1. Clinical Report Issue 1 - Thoracic & abdominal injuries	632	100
2. Clinical Report Issue 2 - Orthopaedic Injuries		100
3. Clinical Report Issue 3 - Head & Spinal Injuries	476	100

Patient outcome programme incorporating national confidential enquires	Eligibility	Participation
Child health clinical outcome review programme (NCEPOD)	N/A	
Medical and surgical clinical outcome review programme (NCEPOD)		
1. NCEPOD epilepsy study	4	75

OUR RESPONSE TO THE FINDINGS OF CLINICAL AUDITS

We reviewed the reports of **30** national clinical audits in 2022/2023 and we intend to take the following actions to improve the quality of healthcare provided:

Ref	Recommendations / actions
0975	(falls and fragility fracture audit programme (FFFAP)) - national hip fracture database
	<p>Less than 90% of patients mobilised day one post-operative</p> <p>An audit was completed in January 2023 to identify reasons why patients were unable to mobilise on day postoperatively.</p> <p>Data of ambulance waiting times was not available as this had never before been recorded. An audit was conducted in December 2022 to ascertain current waiting times for ambulances.</p>
0939	(National cardiac audit programme) (MINAP) acute coronary syndrome or acute myocardial infarction
	<p>Review accuracy of the diagnosis of NSTEMI as there may be imprecision in the differentiation between type one and type two myocardial infarction. In order to ensure the completeness and correctness of our data a review of our raw MINAP data is planned. This action was completed in November 2022</p> <p>We do not record wire time crossing. For future reference we will therefore record the wire crossing time (WCT), which will improve our figures. We will also look at whole process from arrival at the hospital until wire crossing to enhance our performance. This action was completed in November 2022</p>
1000	(National cardiac audit programme) (MINAP) acute coronary syndrome or acute myocardial infarction
	<p>Door-to-balloon time above national average. Collect and monitor data of door-to-balloon time and use the data and identify and reduce delays by December 2023.</p> <p>Aldosterone antagonists following STEMI with HFrEF</p> <p>Collect and monitor data of aldosterone antagonists usage following STEMI with HFrEF, to identify reasons and increase usage of MRA (Mineralocorticoid receptor antagonists) from current baseline by December 2023.</p>
1004	(National cardiac audit programme) heart failure audit
	<p>Collect and monitor data of follow-up arrangements for referrals to cardiology (currently 44.5%)/ specialist heart failure nurse (currently 60.2%) to work towards increasing the referral rate from current baseline by September 2023.</p> <p>Collect and review cardiac rehabilitation (currently 32.1% -) and work towards reducing to national level of 12.1% by September 2023</p> <p>Recruitment of a further heart failure consultant is underway - we are awaiting outcome of funding for a further heart failure specialist nurse and rehab nurse.</p>
1003	(National cardiac audit programme) national audit of percutaneous coronary interventions (PCI)
	<p>Non-universal use of intravascular ultrasound (IVUS) for left main stem (LMS) PCI.</p> <p>Conduct an audit on use of IVUS on LMS PCI cases and share results with cardiology by 31 August 2024.</p>

0989 (NBACOP) National audit of breast cancer in older patients

The reporting of tumour size and Her 2 status is low (and 0% in the over 80 group).

The surgical figure for > 80% for ductal carcinoma in situ (DCIS) is given as 0% cf 60% for the rest of country. To be monitored to determine accuracy.

No use of bisphosphonates in 80+ age group (cf 24% across other units) and 3% in 50-69 year age group compared with 19% across other trusts.

Review of current data as data from NABCOP two years out of date and not in line with current practice. to monitor current practice by 01 February 2023.

Use of Her 2 directed chemotherapy was lower in the 80+ age group compared with national average (26% vs 37%).

DXT in DCIS post-surgery 39% vs 46% nationally in 70+ age group. This has not been achieved due to the clinical area not having a designated an audit lead

Absence of frailty status and mental capacity score in patients over 70. All patients over 70 diagnosed with breast cancer to be assessed in clinic/ pre-op assessment – standard operating procedure (SOP) in process of being written.

36 (NCMD) National child mortality database programme - suicide in children and young people

Review existing national policies and guidance to improve awareness of the possibility of child suicide. Following possible emergency department presentation/ admission to children's ward review existing paediatric liaison standard operating procedures by December 2022.

Assess the risk of suicide for children and young people experiencing bullying, when and under what circumstances multiagency meetings to be called to discuss individuals – following possible emergency department presentation/ admission to children's ward making a MASH (Multi Agency Safeguarding Team) referral by December 2022. Review local policies on information sharing and escalation to ensure children and young people at risk of suicide can be identified and supported - following possible emergency department presentation/ admission to children's ward review existing paediatric liaison standard operating procedures.

Revised guidance to schools on the use of exclusion risking fracture of relationships with universal services - education's notification to public health nursing.

1005 (NCMD) National child mortality database programme

Non-joint agency response cases, trust to have single point of contact to liaise with bereaved families. To identify clinical professional to act as single point of contact to liaise with bereaved families whilst investigations including internal reviews are carried out and to explain CDOP (child death overview panel) processes by January 2023. This has now been completed Following CDRMs (child death review meeting) at tertiary hospitals, analysis and actions completed during meeting to be shared for local learning.

On notification of a CDRM date from tertiary hospital child death review coordinator would inform tertiary hospital of professionals involved including social care and request tertiary by January 2023. This has now been completed.

Child death review coordinator to share final paperwork from CDRM for local learning, chase if necessary post meeting by January 2023. This has now been completed.

1007 (NEIAA) National early inflammatory arthritis audit

Insufficient patient recruitment into audit. Implement systems to improve data uploading on the audit webpage by 30 April 2023.

This may require dedicated staff to chase and upload data, including follow-up date for recruited patients. This remains ongoing.

0905 (NNAP) National neonatal audit programme

Improve breastfeeding rates at discharge by 01 December 2022.

This is now complete and latest data demonstrates that there has been an increase noted in breast feeding rates on discharge.

1012 (NNAP) National neonatal audit programme

Optimal cord clamping - re-launch optimal cord clamping through induction of middle grade and paediatric doctors and improve compliance by 01 April 2023.

Simulation of multi-disciplinary team optimal cord care. This plan is now completed.

0941 (NPDA) National paediatrics diabetes audit - spotlight audit report on type 2 diabetes

Review current pathway to ensure all parts of the process contribute towards supporting positive patient outcomes within diabetic and psychology resources currently available by 31 October 2022. This is now completed.

0750 (RCEM) Fractured neck of femur

Implement the Abbey pain tool by conducting presentations, displaying posters to triage to the nursing and medical team by 30 April 2023
Collect and analyse data for Fascia Iliaca block and effectiveness of pain management by 31 January 2023.
Conduct and complete an audit regarding time to x-ray for all ?fractured neck of femur. cases by 30 June 2023.

0751 (RCEM) Pain in children

Complete a local re-audit to monitor current compliance of pain management in children by 30 April 2023. This remains ongoing.

0877 (SAMBA) Society for acute medicine benchmarking audit

SAMBA gives us snapshot data from 24 hours only. We still have no real time data to allow us to benchmark our performance over the other 364 days in the year.
We have been asking for this data for at least three years but our systems have not supported its collection. Ongoing meetings between acute medicine team and performance department in order to create a dashboard/ interactive performance report which we can interrogate on a weekly or monthly basis. Once we have better data, we can identify our performance issues more accurately and decide what action is required to improve performance.

1037 (SHOT) Serious hazards of transfusion: UK national haemovigilance scheme

To increase number of trained staff who are involved in reviewing and investigating blood transfusion related incidents by 31 December 2023.

Review local training to ensure a comprehensive training package to include inclusion of indications for use of emergency Group O red cells current, transfusion essential for paediatric patients and appropriate rates of infusion by December 2023.

Review current staff who authorise paediatric transfusions to ensure they are appropriately trained by December 2023.

1026 (SSNAP) Stroke care - sentinel stroke national audit programme - mimic audit 2021 short report**0704 (SSNAP) Stroke care - SSNAP - organisational****0948 (SSNAP) Stroke care - SSNAP - post-acute organisational****0729 (SSNAP) Stroke care - sixth SSNAP annual report****0914 (SSNAP) Stroke care - eighth SSNAP annual report****1025 (SSNAP) Stroke care - SSNAP - acute organisational audit**

Full/detailed action plan embedded below.

0964 National asthma and COPD audit programme (NACAP) - child and young person asthma organisational audit

Review respiratory nurse specialist requirements and current nursing expertise available within service in the team by 02 August 2023.

0992 National audit of care at the end of life (NACEL)

Quality improvement project initiated to review staff confidence in talking to patients and families about the risks and benefits of food and fluids at the end of life

Complete audit of notes of patients on end of life care plans to identify whether conversations had. Online Torbay junior doctor survey conducted to ascertain their views and concerns in end of life care.

Both completed by October 2022.

0982 National diabetes audit programme - national diabetes foot care audit

Face to face education workshop for primary care staff to be developed by February 2023. Action is now completed.

0875 National gastro-intestinal cancer programme - bowel cancer

CNS (clinical nurse specialist) business case - submit business case for additional CNS support.

workforce planning.

Meeting with two-week wait numbers, cancer operation numbers, waiting list numbers.

0976 National gastro-intestinal cancer programme – bowel cancer

Workforce - clinical nurse specialist (CNS) current funded workforce is unable to meet the required level of service. To prepare a business case for submission to secure funding to recruit additional CNS by 30 September 2022.

MMR/ MSI sent at diagnosis.
Ensure biopsies are sent and recorded.
Undertake an audit to review compliance of genetic tumour profiling for all patients with stage IV disease by 30 September 2022. Plan is ongoing.

0876 National gastro-intestinal cancer programme - oesophago-gastric cancer

Request for increased resource and support for accurate data submission including prospective clinician validation of the data.

Higher than average rate of diagnosis after an emergency admission.

Examine performance against an area with similar demographics and consider targeted intervention to reduce rates of emergency admission by 30 November 2022.

Lower than average rates of curative treatment offered to patients with stage 0-3 disease.

Audit patients with stage 0-3 disease to determine which patients are being offered curative treatment and the drivers for this by 30 November 2023.

0959 NPDA (RCPH national paediatric diabetes audit)

Reduce the number of Children and Young People with HbA1c greater than 80mmol/mol by 25 April 2023.

Develop a package of enhanced care and support for those with HbA1c greater than 80mmol/mol by 25 April 2023.

0925 Rapid diagnostic services - bladder pathway

Improvement in two-week wait time to be first seen. Re-audit by 31 December 2022

Improvement in % hitting 28-day target to TURBT (trans urethral resection of bladder tumour) - Re-audit by 31 December 2022.

Action plans provided for context:

- ND1037 - (SHOT) Serious hazards of transfusion: UK national haemovigilance scheme.
- (SSNAP) Stroke care - sentinel stroke national audit programme – ND0948 refers to all of the above stroke action plans.

We reviewed the reports of **three** national confidential enquiries in 2022/2023 and intend to take the following actions to improve the quality of healthcare provided.

0942 (MBRRACE-UK) - Saving lives, improving mothers care - core report: lessons learned to inform maternity care from the UK and Ireland confidential enquiries into maternal deaths and morbidity 2017-19

Complete an audit of previous cancer cases of active and prior cancers of all types to check compliance with OM Care and MDT, including timing of appointments by 30 September 2022. Update pending.

Undertake an audit/quality improvement for contraception advice for women of child bearing age with cancer.

Review/ create radiology imaging in pregnancy guidance.

Review admission under other specialities pathway - to include red flags (not just cancer ones) and signpost RCP 15 document.

Red flag symptoms and signs added to junior inductions ready for August 2022 intake.

Departmental teaching on red flags - plan session and make part of curriculum for each rotation.

Discuss with medical teaching to see if a session is planned this year for core medical trainees. Update presentation to ensure red flags included.

0611 (NCEPOD) Bowel obstruction study

Timely access to a CEPOD list or have/ produce a dedicated general surgery emergency list by 01 February 2023. This is ongoing.

0608 MBRRACE-UK perinatal confidential enquiry - stillbirths and neonatal deaths in twin pregnancies

Update local guidance on multiple pregnancies to include learning from MBRRACE report by 30 June 2023.

We reviewed the reports of **48** local clinical audits in 2022/23 and we intend to take the following actions to improve the quality of healthcare provided.

Ref	Recommendations / actions
6073	Recording clinical evaluations and patient dose for ionising radiation (medical exposure) regulations (IR(ME)R) for endoscopy (2021)
	Clinical evaluations: decision to use radiology information system (CRIS) or endoscopy management system (EMS) needs to be made. Staff reminded of the importance of cancelling an episode on CRIS if it has not taken place. Consultants reminded about recording the screening time, dose, dose type and formal report.
6625	Improving the frequency and accuracy of preoperative radiographic markers (templating) for neck of femur fractures
	Poster template for marker placement to be introduced in x-ray rooms. Reiterate the importance of templating for hemiarthroplasties during meeting Raise awareness with radiographers to ensure they capture enough of the shaft on the views Demonstrate to colleagues how to use acetates or 'orthaview' to improve compliance with saving templating through education session
6646	Venous thromboembolism (VTE) assessment and prescription in surgical patients
	Present to general surgery morbidity and mortality (M&M) for discussion and reminder of requirements Discussion at Band 7 nurses meeting to highlight findings and encourage nursing staff to engage with/ remind doctors of requirements on the ward. Ward audits will now include prescriptions as well as assessments. Presentation at new surgical doctor's induction to highlight results and remind of requirements. Alteration of the surgical ward round proforma document to include a VTE checkbox.
6656	Tonsillitis pathway
	Present results to emergency department and offer/ provide training as necessary. Distribute new management workflow process around the department.
6657	Fluoroscopy guided musculoskeletal (MSK) intervention consent
	The lead MSK consultant to discuss the results with all physicians The MSK practitioners who scored well below the expected 95% written consent score were given a reminder on ensuring that the consent forms are to be correctly completed in the future.

6660 Time to triage for babies under six months attending emergency department

Promote documentation of gestational age to reception staff via poster
To make a simple additional question on Symphony if any child less than six months books in – ask whether they were premature or in SCBU so that they are then flagged.

6682 Consenting for head and neck skin cancer surgery

Produce a 'bespoke' consent.

6683 Oral and maxillo-facial surgery inpatient record keeping

Implementation of an 'inpatient note keeping/ recording' example in the dental core trainee handbook to understand key areas required for notes to meet standard
Implementation of 'roles' on ward rounds in order to streamline note taking process with greater focus on content.
Clinician stamps for junior colleagues; containing name in capitals, GDC number and designation.

6684 Management of gallbladder polyps

There needs to be discussion across the department regarding;
- confirming a consensus for approach and
- consideration of the creation of a Torbay and South Devon local guideline or distribution of the national ESGAR guideline
This has not successfully produced a consensus so audit mark project as 'not for re-audit'.

6700 Breast pain clinic

Healthcare innovations: to assess, on a regional level, short MDT videos and breast pain leaflets to raise awareness with GPs
Investigate providing GP teaching sessions for breast pain and family history clinics, also promote GP champions in each practice.

6710 Adherence to alcohol withdrawal management plans

Alcohol withdrawal management policy to be re-written

6711 Post natal contraception counselling and prescribing

Commence a quality improvement project to look at increasing contraception counselling, to include a staff survey to assess current staff knowledge
Look to introduce a new patient group direction (PGD) for midwives to be able to prescribe the mini pill.

6712 Effectiveness of referral and referral outcomes to the preterm birth clinic

Introduction of risk assessment for preterm birth (as a proforma to be built into 'SystemOne') for all women at their booking appointment
Review administration process for referrals to preterm birth clinic for appropriate women.

6713 Assessment of care provided to pregnant women with moderate and high risk for growth restriction

Review small gestational age policy to include recommendations from saving babies lives 2, including a revised scanning schedule
Presentation to be shared with all midwives at maternity services meeting
Take to clinical governance meeting
Explore the need for a business case to train sonographers for uterine artery doppler scanning

Consider update to 'SystemOne' re hypertensive disease wording (re decision to restrict the classification looking at previous pre-eclampsia or gestational hypertension with small baby, rather than all with previous hypertensive disorders).

6714 Learning from COVID-related maternal deaths

Agreement that all women who are symptomatic with COVID need to be seen daily by a consultant (not asymptomatic screen positive).
Disseminate requirements for consultant review.
Disseminate results to raise awareness of VTE requirements and oxygen saturation on admission (or diagnosis if detected on screening).

6715 Ankle fracture management using orthopathways (OP) in Newton Abbot Minor Injuries Unit (MIU)

Agreement made to trial OP in Newton Abbot MIU

6717 Management of prosthetic joint infection in knee replacements

Need to standardise local management pathway - staff to contact lead knee consultants for local MDT.
Education of local team members for local management pathway and national guideline.
Complex cases should be discussed in South West Regional Knee MDT - new regional MDT forms needed for communication.
Review complex cases to determine why so many are not being discussed with regional MDT, clarify if they were true complex cases.
Ensure 'low markers' are audited.

6720 Head and neck skin cancer record keeping

Discuss/ Share results with relevant/ involved clinicians.
Design and trial/ pilot a record keeping pro-forma for new skin cancer patients.
Adjust pro-forma post trial/ pilot (interim measure).
Introduce final version of pro-forma.
Complete pro-forma registration/ review with health records committee.

6723 WHO surgical checklist

Assemble a multidisciplinary working group to look at the five parts of the WHO checklist.
Relaunch WHO checklist once reviewed and updated by working group.
Present audit findings to other speciality meetings.

6725 Shoulder x-rays (XR) and follow up within Paignton musculoskeletal (MSK) physiotherapy clinic

MSK team agreed best practice is to continue to insist that the patient is going for an XR, the patient needs to touch base with us post imaging.
Emphasis for physio to insist to patient to book in via booking team with physio post XR.

6729 'Are we meeting national standards for consultant-led care of gynaecology inpatients?'

Move to portal 2 for handover to allow increased functionality.

6733 Venous Thromboembolism (VTE) assessment in trauma admissions

Complete roll out of clinical portal (CP) 2.0 features – VTE risk assessment boxes to appear on

handover sheets.
Education within department highlighting need for VTE assessments and new prompt box on CP handover sheets.
To re-introduce yellow ward sheets.

6736 Anaesthesia record keeping

Introduction of 'red top' inpatient anaesthetic charts to be the standard method of pre-operative assessment in day surgery

6737 Evaluating whether heart failure patients with reduced ejection fraction and iron deficiency are being adequately managed with iron infusions

Produce management of iron deficiency poster for in patient areas

6741 Time to clinical review and treatment of nasal fractures

Look into causes for delayed referral to e-clinic for nasal fracture
Produce, publish and introduce a nasal fracture leaflet for emergency department presentations

6746 Smoking cessation identification and prescribing

Teaching session to be delivered to AMU medical staff regarding Nicotine replacement therapy prescription.
Introduction of in-patient smoking cessation service.
Change medical patient admission documentation to better document smoking status.

6749 Revision Total Hip Replacements including periprosthetic hip fractures (PPF) multidisciplinary team (MDT) discussions

MDT documentation, especially pertaining to PPF needs improving
Develop new database to record MDT discussion/ decisions.

6751 Post-operative venous thromboembolism (VTE) prophylaxis for orthopaedic trauma patients

Introduce new VTE policy for low-molecular-weight heparins while inpatient, followed by oral Rivaroxaban 10mg once a day (OD) on discharge.

6758 Dysphagia care plan compliance

Ward based catering staff to take on role of thickening drinks – thickener tubs can then remain on the drinks trolley not tables and drinks are correct at the point of delivery improving standards.
Dysphagia e-Learning programme undertaken by (average) of 70% of ward staff across in-patients.
Flowchart for appropriate spout usage alongside raising awareness of dangers/ downsides of widespread spout usage.

6761 Assisted vaginal birth – 2020

Feedback re removal of catheters first thing in the morning rather than after 12 hours.
Reminder to document trial without catheter (TWOC) timing, first pass urine and volume passed.

6767 Aspirin prescribing in high risk pregnancy

Women who need to see a specific consultant to be booked for their first trimester screening clinic (FTSC) scan before 13 weeks. This will allow prescription of aspirin at the optimum time

and a separate consultant appointment can be booked if unable to schedule at the same time.

6768 Management of diabetes ketoacidosis (DKA) on Forrest ward

Undertake junior doctor and nurse teaching on Forrest ward regarding fluid prescription and venous blood gas, boehringer mannheim (BM) and ketones as recommended by our guidelines. Diabetes specialist nurses have provided some teaching to emergency department nurses regarding DKA.

To provide teaching to junior doctor teaching on acute medicine.

New proposed ideas about modifying fluid charts for DKA (adding long acting insulin prescription box, adding 10% glucose prescriptions if BM < 14 etc).

6675 Lymphoedema patients having a second appointment within one month of their first assessment

Take to internal MDT to brainstorm ideas to improve this outcome and find a way forward for the service.

6765 CX3 (highly suggestive of lung cancer) chest x-ray (CXR) code compliance

Staff reminded about usage of CX3 code in radiology audit meeting

6721 Intravenous (IV) methylprednisolone for patients with giant cell arteritis (GCA)

Creation of a clear guideline for staff to follow when booking patients in for IV methylprednisolone.

To have a consistent method of informing the GP about the infusions. Introduce a universal form that can be filled in by nursing staff after completion of treatment in both TAIRU and by MAAT.

Liaise with TAIRU and MAAT team about the current process to identify why TAIRU have difficulty fitting in patients for methylprednisolone infusion.

To improve patient sample number for future audits, we will start to record using the biologic tracker on Infoflex.

6726 Venous Thromboembolism (VTE) prophylaxis for Turner Ward

Encourage VTE documentation during board rounds?

Investigate e-Learning module on VTE prophylaxis?

Investigate changes to the prescription chart i.e.

- keeping VTE risk assessment (RA) on the front page(s) may improve VTE RA uptake on the admission as well as recording at 24 hours

- moving the time of administering thromboprophylaxis (Fragmin) to the mid-day can allow nurses discussing with junior doctors if VTE RA is not recorded.

6704 Enteral feeding of infants

Ensure a growth chart is in the notes from admission, and for this to become a part of an 'admission pack'.

Reinforce the weekly routine whereby babies have routine blood tests on a Tuesday and the Wednesday ward round has nutrition emphasis. Babies should be plotted by medical team weekly and discuss any concerns with a dietitian.

A laminated weekly ward round routine to be placed in special care baby unit (SCBU).

Review enteral feeding guideline to make advice on formula and nutritional supplements clear. Categorise the babies according to traffic light system and collect the data and type of milk according to that.

Reinforce documentation of breastfeeding advice was given, including the babies admitted to SCBU even on intravenous (IV) fluids.

6730 Juvenile idiopathic arthritis (JIA): joint injection to physiotherapy

Commence MDT clinic with paediatric physiotherapy involvement.

6716 Management of progesterone-only-implants within Torbay Devon Sexual Health Service

During meeting all clinicians were advised of the MHRA reporting scheme and how to access it to report deep/ broken implants.

Re-write implant template – currently there are five different templates – aim to reduce template for counselling/ fit/ follow up.

Once the new template has been produced, discuss at contraception meeting.

Documentation of standard fit site – this will be built into new template with space to document if fitted at alternate site with reason why.

Pregnancy testing at baseline – discuss at contraception meeting what we want to aim for since this point is debatable and practice may differ.

The following audits were reviewed during the year but did not require an action plan:

6666 Assessment of outcomes of meta-tarsal joint (MTPJ) fusions

6672 Review of breast cancer screening assessment against national breast screening standards (NBSS)

6719 Symptomatic breast imaging protocol (2020)

6722 Paediatric coeliac disease service

6724 Induction of labour (IOL): vaginal birth after caesarean (VBAC) and second option

6727 Are plain abdominal x-ray (AXR) clinical details in line with best practice guidelines?

6728 Secondary intraocular lens (IOL) outcomes

6740 Clinical appropriateness for referral to the emergency ENT clinic

6747 Bladder complications following day-case prolapse procedures.

RESEARCH

The number of patients receiving relevant health services provided or sub-contracted us in 2022/23 that were recruited during that period to participate in research approved by the NHS Ethics / Health Research Authority (HRA) was 2,476.

Participation in clinical research demonstrates our commitment to improving the quality of care we offer and to making our contribution to wider health improvement. Through active participation in research our clinical staff stay abreast of the latest possible treatments and leads to improved patient outcomes.

CARE QUALITY COMMISSION (CQC)

We are required to register with the Care Quality Commission (CQC) to provide care and our current registration is to be able to deliver the following regulated activities:

- ✓ assessment or medical treatment for persons detained under the Mental Health Act 1983
- ✓ diagnostic and screening procedures
- ✓ family planning
- ✓ management of supply of blood and blood derived products
- ✓ maternity and midwifery services
- ✓ personal care
- ✓ surgical procedures
- ✓ termination of pregnancies
- ✓ transport services, triage and medical advice provided remotely
- ✓ treatment of disease, disorder or injury.

We have no conditions or restrictions attached to our registration.

During the reporting period 2022/23, we had no formal CQC inspections but continued to work in partnership with the CQC via our regular planned contact. This scheduled activity includes our monthly CQC meetings with our local inspector and inspection manager as well as the quarterly engagement meetings. These meetings have executive involvement and are a good vehicle for open discussion and sharing between ourselves and the CQC.

We also continued our audit and assurance work to ensure risk assessments were completed for each patient within 24 hours of admission to hospital and in line with our policy.

The audits also reviewed the documentation to ensure detailed, clear and up-to-date nursing records were recorded. as well as patients who required additional support with nutrition and hydration were quickly identified and appropriate actions taken.

We also ensured the results of the audits were reviewed and acted upon appropriately and reported on at an integrated service unit (ISU) level, as well as at the nutritional steering group and by exception to the quality improvement group.

Our current CQC ratings are shown in the table below:

Overview and CQC inspection ratings	
<div style="background-color: #4CAF50; color: white; padding: 10px; text-align: center;"> Overall Good <small>Read overall summary</small> </div>	Safe Requires improvement ●
	Effective Good ●
	Caring Outstanding ★
	Responsive Good ●
	Well-led Good ●
Use of Resources Requires improvement ●	

Our current full ratings, including the core services ratings from the last inspections, can be found on the CQC’s website: <https://www.cqc.org.uk/provider/RA9>.

We have not participated in any special reviews or investigations by the CQC during the 2022/23 reporting period.

DATA QUALITY AND INFORMATION GOVERNANCE

We submitted records during 2022/23 to the secondary uses service (SUS) for inclusion in the hospital episode statistics (HES) which are included in the latest published data.

The percentage of records in the published data which included the patient’s valid NHS number was:

- ✓ for admitted patient care – 99.9%
- ✓ for outpatient care – 100.0%
- ✓ for accident and emergency care – 99.5%.

The percentage of records in the published data which included the patient’s valid general medical practice code was:

- ✓ for admitted patient care – 98.2%
- ✓ for outpatient care – 97.2%
- ✓ for accident and emergency care – 97.4%.

The data security and protection toolkit is an online self-assessment tool that allows organisations to measure their performance against the national data guardian’s ten data security standards. All standards were met in 2022/23.

PAYMENT BY RESULTS CLINICAL CODING AUDIT

We have not been in receipt of a payment by results clinical coding audit by the Audit Commission. Instead, an annual data security protection toolkit audit of clinical coding has been completed. The audit was completed by an NHS Digital approved auditor.

The key results are:

Primary diagnosis (% correct)	Secondary diagnosis (% correct)	Primary procedure (% correct)	Secondary procedure (% correct)
92.23	70.26	93.67	93.41

PATIENT MORTALITY

Learning from patient deaths

Mortality is reviewed each month by a multi-disciplinary team at the mortality surveillance group. A mortality scorecard is presented to the Board of Directors bimonthly by the Medical Director.

We use analysis by Dr Foster to process hospital episode statistics (HES) data directly from NHS Digital to inform the monthly mortality review. The hospital standardised mortality ratio (HSMR) is measured from the mortality arising from a standardised 'basket' of 56 diagnoses.

The HSMR is above the expected level of 100 for our population. The rolling 12-month position exceeded the expected range for the 12-months to December 2022 with a relative risk of 111.5 against a 100 benchmark. The rolling 12-month trend shows that the HSMR became statistically higher than expected in July 2021. The last eight data points have remained stable with a slight downward trend. Our HSMR is one of 11 trusts in our peer comparator which are statistically higher than expected out of 20 trusts. The increase in HSMR over the last two years is broadly in line with the trend of increase in HSMR seen by our similar peers.

The factors affecting HSMR have been considered. We have a lower Charlson co-morbidity of 20+ and overall we report a higher percentage of spells in the 'symptoms and signs' chapter (9.0% v 7.5% national). This may impact by reducing the overall expected mortality rate. We have a greater proportion of patients in the higher deprivation quintiles compared to regional peers. Higher deprivation is known to contribute to poorer health outcomes and shorter life expectancy. Our patients are older than the peer average which might result in a greater number of observed deaths.

The higher than expected HSMR is subject to a mortality improvement plan to consider all aspects which impact on HSMR including coding, patient mix and process of care.

The patient safety team has investigated 30-day mortality in patients admitted as an emergency comparing October 2019 figures with those in October 2022. Elderly and frail emergency patients appear particularly sensitive to the adverse effects of waiting for a definitive in-patient bed.

Focused work continues on provision of alternatives to admission by working with frailty teams in the community and acute hospital and the development of virtual wards

Analysis of the standardised hospital mortality index (SHMI) includes deaths occurring in hospital and up to 30 days after discharge. Our SHMI is 1.03 which is as expected.

Medical Examiners now provide scrutiny of all inpatient deaths in the acute and community hospitals and we are rolling out into the community setting in readiness for the commencement of statutory scrutiny in April 2024.

The learning disabilities mortality review (LeDeR) programme requires an independent case review following the deaths of people with learning disabilities. All deaths involving patients with a learning disability are reviewed through the LeDeR process. We have created a new LeDeR process which has established close interaction monthly with the regional LeDeR team. A review of the last two years deaths has been undertaken and is summarised in table 7 on the next page.

Table 7 – summary of LeDer referrals

Year	Review undertaken – o formal diagnosis of LD. Closed with no outcome	Reviews undertaken – closed with outcomes and learning provided	Awaiting LeDeR review outcomes
2021 / 2022	4	5	5
2022 / 2023	4	1	7

Of the reviews resulting in outcomes [all five] in 2022 / 2023 no lapses in care were identified therefor no specific action plans relating to clinical improvements, however dissemination of learning did take place with regard to:

- Use of Patient Passport
- Care and Communication
- Liaison with the LD team
- Personalised Care Plans

Mortality figures and reporting

Ref.	Information required	Our response
27.1	The number of its patients who have died during the reporting period, including a quarterly breakdown of the annual figure.	<p>During 2022/23, 1,456 of our adult patients died in acute hospital. This includes the Emergency department.</p> <p>This comprised the following number of deaths which occurred in each quarter of that reporting period:</p> <ul style="list-style-type: none"> • 339 in the first quarter • 308 in the second quarter • 418 in the third quarter • 391 in the fourth quarter.
27.2	The number of deaths included in item 27.1 which the provider has subjected to a case record review or an investigation to determine what problems (if any) there were in the care provided to the patient, including a quarterly breakdown of the annual figure.	<p>During 2022/23, 1406 case record reviews have been carried out by the Medical Examiners in relation to the number of the deaths included above.</p> <p>This comprised the following number of case scrutiny which occurred in each quarter of that reporting period:</p> <ul style="list-style-type: none"> • 297 in the first quarter • 300 in the second quarter • 418 in the third quarter • 391 in the fourth quarter.
27.3	An estimate of the number of deaths during the reporting period included	During 2022/23, 12 cases for which the outcome was death were reported on the strategic

	in item 27.2 for which a case record review or investigation has been carried out which the provider judges as a result of the review or investigation were more likely than not to have been due to problems in the care provided to the patient (including a quarterly breakdown), with an explanation of the methods used to assess this.	executive information system (STEIS). All these incidents had reports produced which were communicated to NHS Devon and discussed at our serious adverse event group which meets on a monthly basis.
27.4	A summary of what the provider has learnt from case record reviews and investigations conducted in relation to the deaths identified in item 27.3.	<p>The themes from learning from death reviews:</p> <ul style="list-style-type: none"> • focus on anticoagulants on care planning summaries to prevent stroke • recognition of deteriorating patient with sepsis • alcohol withdrawal and myocardial infarction • administration of time critical medication to prevent fitting • risks of patients held in ambulances awaiting admission to ED • diagnosis and treatment of meningo-encephalitis in children • recognition and response to post-operative peritonitis • urosepsis in cystectomy patient with solitary kidney and renal stone – delays in non-cancer urology surgery • recognition of the complications of head injury in alcoholic patients • incarcerated hernia in palliative patient • GI bleed led to fall and death in community hospital due to chronic sub dural • understanding of multi-disciplinary nature of child death process.
27.5	A description of the actions which the provider has taken in the reporting period, and proposes to take following the reporting period, in consequence of what the provider has learnt during the reporting period (see item 27.4).	<ul style="list-style-type: none"> • focus on human factors in verbal and written communication between clinical teams • focus on management of frail and elderly in urgent and emergency care • focus on sepsis and deteriorating patient via appropriate patient safety groups.
27.6	An assessment of the impact of the actions described in item 27.5 which were taken by the provider during the reporting period.	<ul style="list-style-type: none"> • changing focus on patient incident investigation to ensure just culture and thematic review • wider recognition of vulnerability of frail and elderly patients to the effects of prolonged waits urgent and emergency care.
27.7	The number of case record reviews or investigations finished in the	Zero.

	reporting period which related to deaths during the previous reporting period but were not included in item 27.2 in the relevant document for that previous reporting period.	
27.8	An estimate of the number of deaths included in item 27.7 which the provider judges as a result of the review or investigation were more likely than not to have been due to problems in the care provided to the patient, with an explanation of the methods used to assess this.	Not applicable.
27.9	A revised estimate of the number of deaths during the previous reporting period stated in item 27.3 of the relevant document for that previous reporting period, taking account of the deaths referred to in item 27.8.	During 2022/23, 12 cases for which the outcome was death were reported on the strategic executive information system (STEIS). All these incidents had reports produced which were communicated to NHS Devon and discussed at our serious adverse event group which meets on a monthly basis.

2.3 CORE INDICATORS

Performance in 2022/23

In addition to reporting performance against the statutory indicators for regulatory assessment a range of further quality indicators are reported to our Board of Directors.

Other national and local indicators	Quality indicator	Target 2022/23	2022/23	2021/22	2020/21	2019/20
DNA rate* HES data	Effectiveness	5%	5.2%	5.6%	5.1%	5.1%
Stroke care: 90% of time spent on stroke ward	Effectiveness	80%	57.5%	54.8%	77.3%	90.2%
Two-hour urgent community response	Effectiveness	70%	80%			
Mixed sex accommodation breaches of standard	Experience	0	0	0	0	0
52-week referral to treatment incomplete pathways year end position	Experience	0	4427	3,199	2,049	53
Cancelled operations on the day of surgery	Experience	<0.8%	1.5%	1.5%	1.5%	1.3%
Never events	Safety	0	3	0	4	2
Cancer 28-day Faster Diagnosis	Effectiveness	75%	70.7%	67.6%	75.6%	74%
Diagnostic waits greater than six weeks	Effectiveness	25% in 22/23	31.2%	34.8%	42.1%	11.5%

Plans for 2023/24

Looking ahead we have improvement plans to meet the challenges to deliver quality and timely access to our acute and community services. Recovery from the impact of the COVID-19 pandemic continues to see improvements in capacity and activity levels. There remains significant challenges to meet 2023/24 Operating Plan targets to:

- ✓ reduce waiting times for treatment (no patient waiting over 65-weeks)
- ✓ reduce patient delays in the urgent and emergency care setting;
- ✓ reduce long length of stay in acute and community beds;
- ✓ increase the provision of intermediate care to support patient discharge and to help people stay in their homes where appropriate.

In 2023/24, we will continue the work started in 2022/23 to develop one plan that brings together key elements and will focus on:

- ✓ quality and safety for people who use our services and our people
- ✓ cost improvement initiatives – affordability and sustainability
- ✓ innovation and improvement for performance and productivity.

This will require a combination of fully utilising and ensuring efficiency in our estate, engaging with clinicians to improve pathways of care for patients, recruitment to key clinical vacancies, using available investments to ensure our population are receiving better health and care and building on new ways of delivering services including remote consultations and patient-initiated care. We will also work collaboratively with the rest of the integrated care system for Devon to deliver services against a system oversight framework with regular scrutiny and monitoring by NHS England.

3 OTHER INFORMATION

OVERVIEW OF SERVICES AND GOVERNANCE

We are an integrated care organisation. We continue to work with and be accountable to:

- ✓ NHS England our regulator
- ✓ the Care Quality Commission
- ✓ the commissioners via the various health contracts
- ✓ the Local Authorities for social care
- ✓ our local communities through our members and governors.

Our delivery structure in 2022/23 was based on having two population-based operational 'systems' and five integrated service units as follows:

- ✓ Torbay system, comprising:
 - Torquay locality
 - Paignton and Brixham locality
- ✓ South Devon system comprising:
 - Coastal (Teignmouth and Dawlish)
 - Moor to Sea (Ashburton, Bovey Tracey, Totnes and Dartmouth)
 - Newton Abbot

In 2022/23 we commenced a phased programme of work to proactively reshape our structure in response to feedback from staff around opportunities to:

- strengthen visibility of services
- strengthen leadership, governance and oversight.

The first phase, completed in 2022/23, was to remove the two population-based systems and introduce four care pathway groups under which our integrated service units sit:

- ✓ Families and communities and placed based care:
 - Torquay locality
 - Moor to Sea locality
- ✓ Medicine and emergency care:
 - Newton Abbot locality
 - Hospital operations team
- ✓ Planned care and surgery:
 - Paignton and Brixham locality
 - Coastal locality.
- ✓ Child and Family Health Devon

Our governance process sees our integrated service units hold their teams to account through monthly integrated service unit meetings. The integrated service units report each month into director led care group integrated governance meetings which provides updates on operational delivery and any risks to the executive team at the trust management group.

Our trust Management group then informs the various sub-committees of our Board of Directors of any items for escalation.

PERFORMANCE AGAINST QUALITY STANDARDS

National standards

This performance overview provides information about how we have performed against agreed operational objectives during the year.

2022/23 has been a challenging year for us with ongoing recovery from the COVID-19 pandemic. Workforce and estates capacity, along with other factors, resulted in a lower level of clinical activity than planned which impacted on elective performance and saw waiting lists climb. Across urgent and emergency care performance, patient flow was the main operational challenge resulting in increased length of stay and frequently having our emergency department and assessment units at full capacity. The four-hour standard and ambulance handover delays did not meet planned levels of performance.

Along with other providers in Devon, we have experienced long patient waits for referral to treatment and cancer care. Since June 2022, we have been required to comply with Tier 1 performance reporting. Tier 1, being the highest level of regulatory performance oversight.

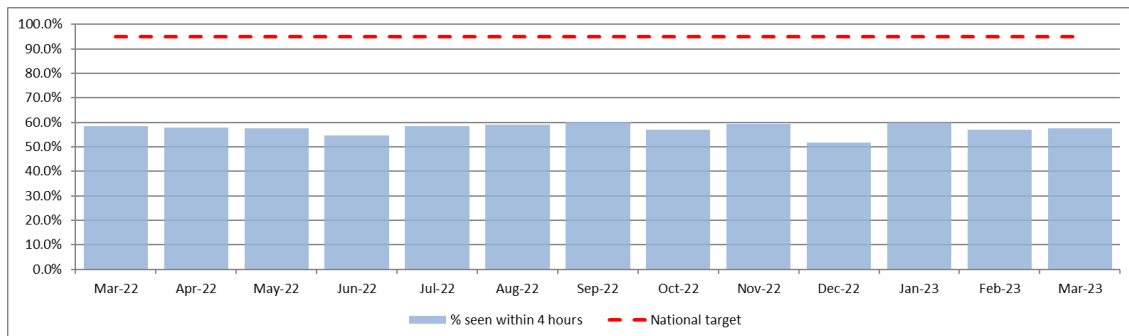
During the reporting period, monthly performance reports were provided to the finance, performance and digital committee and to our Board of Directors. These reports covered all the Tier 1 and other operational plan performance standards.

The key performance indicators for 2022/23 are shown below:

Tier 1 monitored standards

	Target	13 month trend	Apr-22	Jun-22	Sep-22	Dec-22	Mar-23
Tier One oversight performance metrics							
RTT 104 week wait incomplete pathway	0		192	96	50	29	0
RTT 78 week wait incomplete pathway	176		779	713	813	923	183
Number of patients waiting longer than 62 days for treatment	138		245	233	333	253	114
Percentage of patients waiting longer than 62 days for treatment			11.8%	10.2%	13.6%	17.1%	7.0%

4 Hour Emergency Department (ED) waiting times:



Performance against the four-hour standard in our emergency department in 2022/23 has continued to reflect the challenges of capacity and managing daily patient flow. Long waits have continued to be experienced in the emergency department. Ambulance handover delays have also been high due to the department, at times, reaching capacity.

There has continued to be an impact from managing COVID-19 on hospital capacity and designation of ward beds to meet infection control safeguards. Industrial action from a range of professions during quarter four also affected performance and activity. Working with our colleagues, we developed a robust process to ensure patient safety during periods of industrial action.

Bed capacity has been increased by the opening of the new acute medical unit (AMU) in December 2022 and the discharge lounge has been expanded.

Our improvement actions have focused on increasing the number of daily discharges earlier in the day and at weekends along with reducing the number of patients in hospital with “no criteria to reside”. Progress has been seen with improved planning and daily escalation. The number of patients with no criteria to reside has reduced from a daily average of 48 (13%) in December 2022 to 28 (8%) March 2023. Ambulance handover delays have improved in the last quarter of the year (Q4 month average of 789 over 30-minute delays compared to 1140 in Q3), however, remain a challenge with further improvement required in 2023/24.

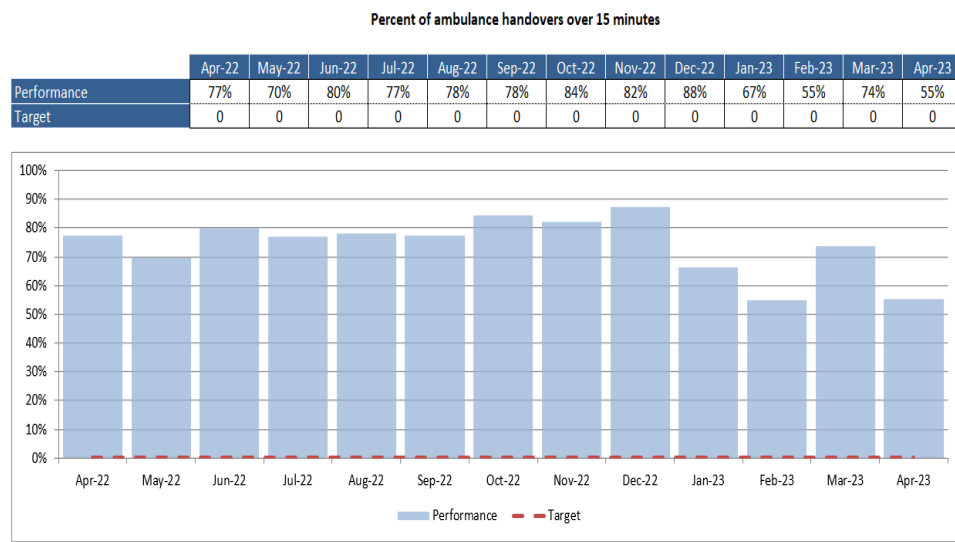
Our plan for 2023/24 is to meet the new national 76% operating plan target against the four-hour performance by March 2024. There are a number of further developments supported by the urgent and emergency care transformation programme to increase effective bed capacity for emergency admissions, patient flow, and pathways within the emergency department.

These plans include:

- ✓ the introduction of virtual ward pathways of care to support people to stay at home where we can safely do so, facilitate earlier discharge from hospital and reduce admissions to ensure beds are available for those most in need

- on hospital care
- ✓ support for the complex discharge process and the capacity of intermediate and social care to reduce further the number of 'no criteria to reside' to 5%
- ✓ continued focus on timeliness of daily discharges, use of the discharge lounge, and increased number of weekend discharges
- ✓ optimisation of clinical pathways to the new acute medical unit to increase the number of same day emergency care discharges
- ✓ focus on reducing beaches of the four-hour standard for non-admitted pathways of care.
- ✓ streaming patients to alternatives to our emergency department, for example, our urgent treatment centre, minor injury unit, pharmacies and self-care.
- ✓ improving performance at our urgent treatment centre and minor injury unit.

Ambulance handovers:



Ambulance Handover delays were challenging for 2022/2023 particularly in the first three quarters of the year with 70-88% of all arrivals in excess of the 15-minute handover standard. In the last quarter of the year, the opening of our new acute medical unit provided support to patient flow in the hospital.

During the same quarter we placed a key focus on committing to improving the two main causes of patient flow imbalance by improving performance in the following ways:

- ✓ increasing the number of patient discharges before noon
- ✓ increasing the number of patient weekend discharges.

As a result of the above we saw a benefit to patient flow within the hospital and emergency department and as result a positive reduction in handover delays to 55% over 15 minutes in April 2023.

The plan for 2023/34 is to continue to build on the improvements above and through the urgent and emergency care board work towards no ambulance delays at the end of March 2024.

Referral to Treatment (RTT) access times:

The number of people waiting for treatment increased during the year with 40,180 patients waiting at the end of March 2023 for first definitive treatment, up from 37,261 in March 2022. The number of people waiting over 104 weeks, however, has been reduced to zero in this time and we achieved our Tier 1 improvement trajectory to reduce the number of people waiting over 78 weeks.

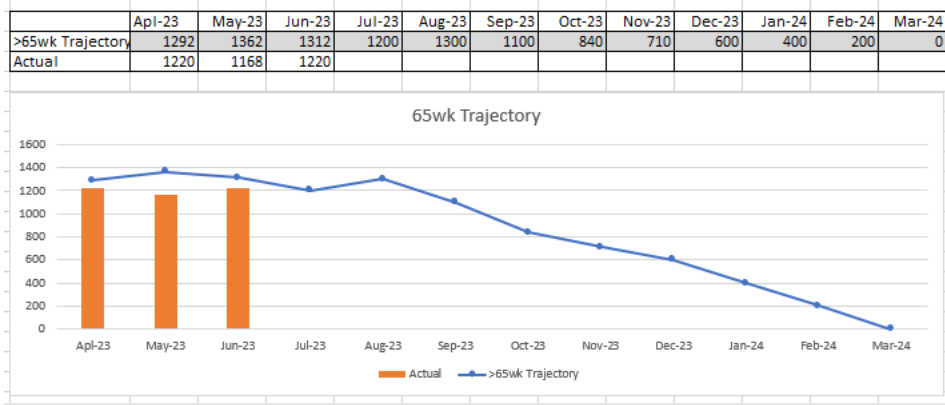
Our day surgery unit supports the delivery of national exemplar performance for day case surgery completion rates and productivity. During COVID-19 escalation our day surgery unit was used as escalation space for emergency admission assessment with a consequential impact on day surgery waiting lists. In April 2022, following the completion of the interim medical assessment areas our day surgery unit was fully restored to elective use. This has enabled teams to increase the number of day case procedures undertaken and start to reduce the number of people waiting for day case procedures.

In 2022/23 we worked closely with system partners to make use of allocated capacity at the former Nightingale Hospital in Exeter recommissioned to provide elective orthopedic short stay procedures and diagnostic hub. In 2023/24 this allocation of capacity will be increased with cataract procedures taking place at the Nightingale.

In the outpatient setting of care, challenges have been seen with increases in waiting times for outpatient appointments and outpatient treatments. Through a focus on outpatient productivity, including pathways to utilise virtual non-face to face appointments and managing follow up pathways to release capacity, performance has started to improve. Work continues to support patient capacity and productivity through the outpatient service transformation programme and insourcing of additional clinical capacity in the most challenged areas.

The plans for 2023/24 are to have no patient waiting over 65 weeks. These plans are reliant on recruitment to vacant posts, sourcing of additional capacity and system mutual aid. We have successfully bid to increase day surgery and endoscopy theatre capacity with two additional day surgery theatres and an additional endoscopy suite scheduled for completion by the end of 2023/24.

Referral to treatment 65 week wait Tier 1 monitoring and trajectory

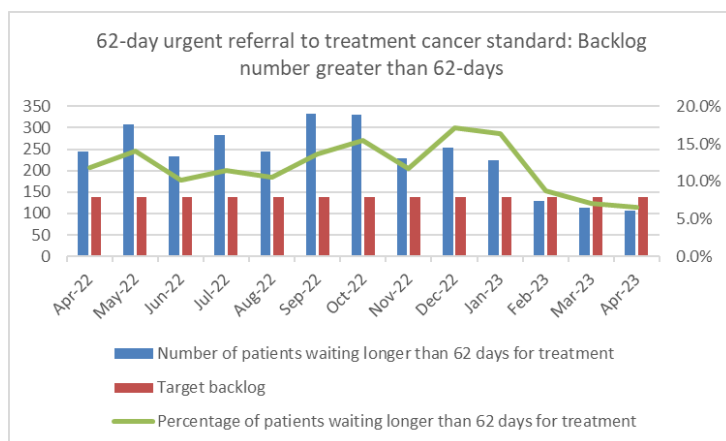


Cancer standards:

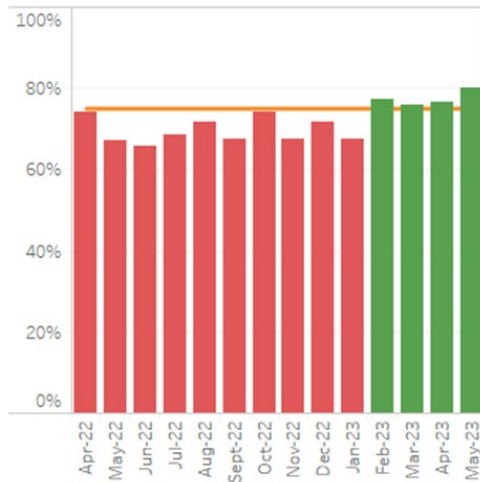
We maintained our commitment to prioritise delivery of cancer treatments. However, we entered Tier 1 performance monitoring by NHS England due to the increasing number of people waiting beyond 62 days for treatment following with urgent referral. Since November 2022 there has been steady improvement with the backlog reduction meeting the threshold for stepping down out of Tier 1. This number reduced from 333 patients in November 2022 (13.6% of total list) to 114 patients (7% of total list) by end of March 2023.

Over the year we have not consistently met the 14-day urgent referral to be seen, nor 28-day from urgent referral to diagnosis standards. There are known challenges and risks. However, close monitoring is in place with action plans reviewed through cancer performance oversight. In March 2023 we achieved 77.4% against the 28-day referral to diagnosis standard (target 75%) and 76% against the 2ww standard (target 93%).

Over 62-day referral to treatment standard: greater than 62-day backlog (open pathways)



Faster diagnosis 28-days from referral cancer standard



Diagnostics:

Demands for diagnostic tests has continued to increase. The delivery of required levels of capacity in CT and MRI is dependent upon the sourcing of additional capacity using mobile units. We will commission a new Radiotherapy Planning CT scanner at Torbay which will be operational by September 2023 and will strengthen our clinical oncology pathways. People in Torbay and South Devon continue to benefit from additional CT and MRI capacity at the Nightingale Hospital Exeter.

Recruiting to staff vacancies across the major diagnostic specialties remained a challenge throughout the year.

Endoscopy services has used additionally sourced weekend capacity throughout the year to stabilise waiting lists along with additional mobile capacity to support waiting list initiatives in preparation to the estates works to create additional facilities that will impact for a period in 2023/24.

Diagnostic greater than 6-week wait breaches as a percentage of total waits



Equality of service delivery:

We maintain our approach to equality of service delivery by adhering to strict chronological booking processes in accordance with clinical prioritisation. We have a process of contacting patients by telephone, as well as letter, to agree

appointment dates and follow-up appointments when initial contact with patients is unsuccessful. A rolling programme of clinical review and validation of longest waits is in place to identify and act as a safety net should a patient's condition change or they fail to engage with offered appointments.

The Devon System is working together to ensure equitable waits are achieved and is supporting mutual aid across providers and access to the Nightingale Hospital Exeter as a system resource to support additional capacity for diagnostics, orthopaedic, and ophthalmology treatments.

Assurance and performance monitoring:

Weekly assurance meetings are held with operational leads and the system care group directors reporting to the Chief Operating Officer.

These meetings are in addition to the monthly integrated service unit (ISU), executive-led, integrated governance group (IGG) meetings where performance is reviewed with system leadership teams following each ISU's monthly governance process.

For 2023/24, monthly urgent care and planned care board meetings have been established to track the delivery of transformation programme and performance against agreed plans.

This process gives the executive team and our Board of Directors assurance in relation to performance monitoring including escalation of performance risks where additional support is needed and actions being taken.

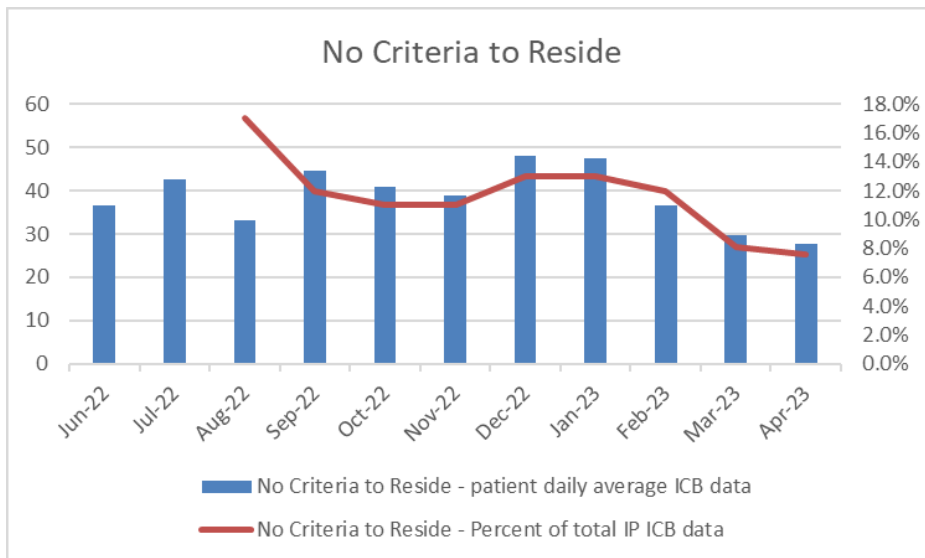
Other areas of performance to note

No criteria to reside

This is the status of a person who (having undergone appropriate treatment and assessment) no longer meets a medical criteria to stay in an acute or community hospital bed. Patients who are identified as having no criteria to reside were previously known as a delayed discharge.

A person occupying a hospital bed with no criteria to reside is potentially occupying a bed space needed for people requiring admission from our emergency department, assessment units or transfer into a community hospital. This has contributed to delays in our emergency department and ambulance handover delays as full capacity is reached.

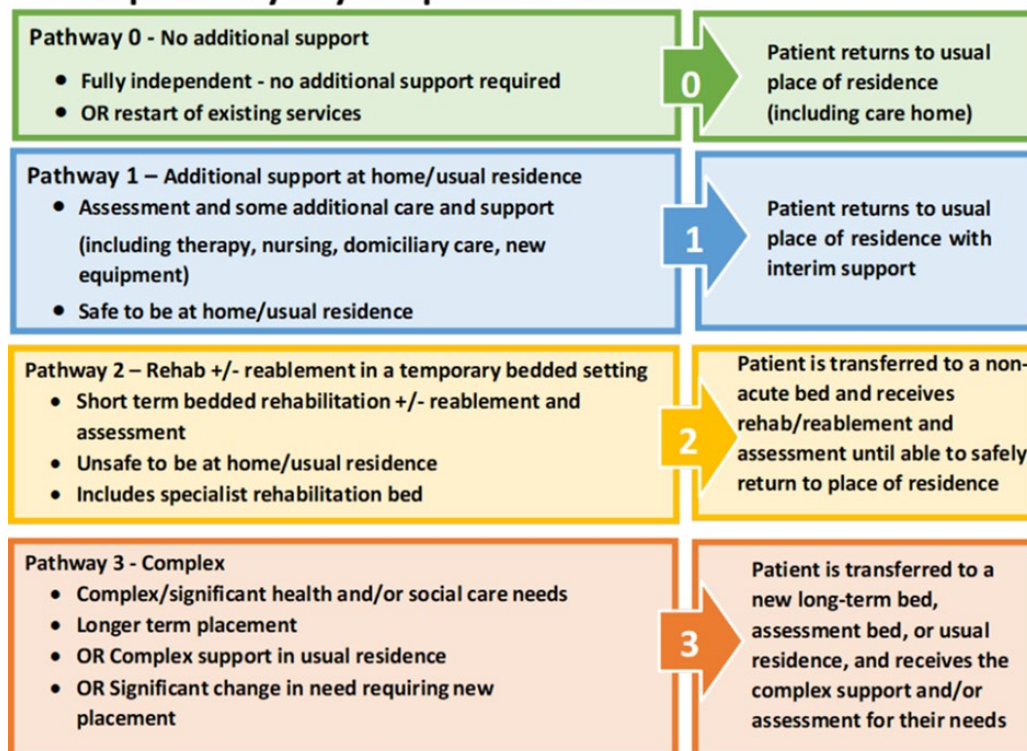
For these reasons we have implemented an improvement programme supported with funding to remove any process delays in discharge and increase capacity, particularly for the more complex discharges where other care packages or intermediate care support is needed.



During the year the number of beds occupied in the acute and community hospitals with no criteria to reside has improved from over 13% of beds occupied to 8% in March and 7.5% in April 2023. The recovery target set for improvement for no criteria to reside is 5% for 2023/24.

Complex pathway discharges:

What pathway is your patient on?



The total number of people discharged through pathways one to three has remained fairly consistent throughout most of the year, averaging 251 complex pathway discharges per month. Pathways one to three are considered 'complex' as patients require support to enable a safe discharge.

During December the number of people on pathway two who could be discharged decreased. There was also an increase of COVID-19 cases which led to ward closures and care homes adhering to the guidelines for admission.

Throughout early January, providers began to accept new referrals again, and additional block contracted beds were purchased to support discharge into temporary bedded placement. This resulted in a year high for pathway two discharges and a total of 297 complex pathway discharges for January.

Across the 12 months the following numbers of patients were discharged on each pathway

Pathway	%	Actual
One	56.65	1,704
Two	35.01	1,053
Three	8.34	251

Average length of stay

The average length of stay in 2022/23 has increased however this remains in line with other provider trusts in the south west.

In 2022/23 the average length of stay for patients admitted as an emergency and staying overnight was 7.9 days and this compares to 7.6 days average across other provider trusts in the south west. Infection issues, specifically COVID-19, have contributed to this increase length of stay.

Moving into 2023/24 reducing length of stay remains an ongoing key focus for us to support both elective and non-elective activity and as such has been recognised in improvement plans specifically centered on early morning discharge, discharges before 5pm and at the weekend.

Stroke care

Patients presenting with suspected stroke require rapid assessment diagnostics and dedicated rehabilitation care. The sentinel stroke national audit programme (SSNAP) measures the time critical processes of care provided across acute and community settings.

We did not meet the standards for the percentage of patients admitted to a stroke unit within four-hours of arrival or the percentage of patients spending 90% or more of their hospital stay on a dedicated stroke ward. We have a stroke improvement plan to support patient outcomes and achievement of time critical standards. This plan is managed through the clinically led stroke governance meeting.

Winter planning 2022/23

We improved our operational resilience heading into winter with an understanding that COVID-19 and general winter pressures would be challenging and there would be an ongoing need to clinically risk management patients and importantly support the ongoing work to improve ambulance handovers and response times.

In conjunction with Devon system wide partners we focused on the following key themes of improvement:

- ✓ establishing a winter control room to support daily operational challenges
- ✓ better support for people in the community
- ✓ delivering on our ambitions to maximise bed capacity and support ambulance services
- ✓ ensure timely discharge and support people to leave hospital when clinically appropriate.

Key areas of support that helped maintain the resilience during the winter period were the continuation of eleven emergency department escalation beds, the expansion of the discharge lounge, opening of the new acute medical unit and maintaining McCullum ward for winter escalation. Community support in the form of additional care home placements and packages of care likewise contributed to resilience.

Maternity performance 2022/23

Maternity assurance metrics are based on recommendations to meet the national priorities to reduce brain injuries occurring during or soon after birth, stillbirths, neonatal and maternal deaths by 50% by 2025. They are also based on the requirements set out in the maternity incentive scheme (MIS) as part of the clinical negligence scheme for the trust (CNST) as well as those recommendations from both Ockenden and East Kent Hospital's reports.

A monthly dashboard is produced which is monitored via maternity governance group. Metrics are shared via quality assurance groups within the organisation. An integrated performance report is shared at the monthly Board of Directors meetings.

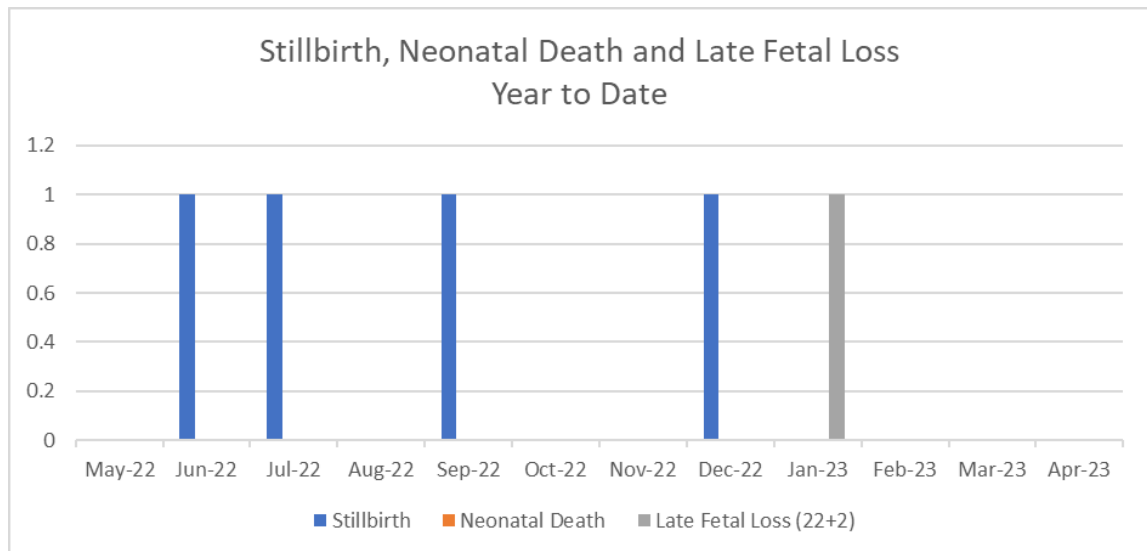
Birth rate

The number of births for 2022/23 was 1,847. This is a reduction from 21/22 when it was 2,073. Reduction in birth rate is a national trend.

Perinatal Mortality Rate

The graph below shows the perinatal mortality detail for 2022/23 – there were five deaths.

Torbay's perinatal mortality rate for 2022 is 4.2% which is the same as the national average. A deep dive/thematic review was carried out into all deaths in 2022 and no themes or issues with care were identified



Smoking rates

There has been a marked reduction in the number of women smoking at time of delivery (SATOD). Historically the SATOD data was 13-15%. With the introduction of the smoke-free pregnancy team this rate has dropped to 7.3% for the year 2022/23. This is below the national average of 8.6%.

Identifying fetal growth restriction

Data on our detection of small for gestational age (SGA) babies in quarter four of 2022/23 has evidenced performance above the recommended average. Torbay is one of the top ten trusts in the country for detection of small babies. We have achieved a detection rate of 69.2% which is significantly higher than the national average of 43.6%.

ANNEX 1: PARTNER STATEMENTS

Statement from NHS Devon Integrated Care Board [DRAFT 2021 STATEMENT BELOW]

NHS Devon Integrated Care Board (ICB) would like to thank Torbay and South Devon Foundation

Statement from Healthwatch

[Tbc]

Statement from OSC

[Tbc]

ANNEX 2: DIRECTORS' RESPONSIBILITIES STATEMENT

[Tbc following feedback from partners in Annex 1]

NHSE has issued guidance to NHS Foundation Trust Boards on the form and content of annual quality reports (which incorporate the above legal requirements) and on the arrangements that NHS foundation trust boards should put in place to support the data quality for the preparation of the quality report.

In preparing the quality report, directors are required to take steps to satisfy themselves that:

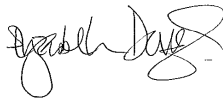
- ✓ the content of the quality report meets the requirements set out in the NHS Foundation Trust annual reporting manual 2022/23 and supporting guidance
- ✓ detailed requirements for quality reports 2022/23
- ✓ the content of the quality report is not inconsistent with internal and external sources of information including:
 - board minutes and papers for the period April 2022 to March 2023
 - papers relating to quality reported to the board over the period April 2022 to March 2023
 - feedback from the integrated care board for Devon dated 08/08/22
 - feedback from governors following engagement with them at the Council of Governors meeting held on 03 May 2023
 - feedback from Healthwatch, dated 02/06/21
 - feedback from Overview and Scrutiny Committee, dated 11/06/21
 - our complaints report published under regulation 18 of the Local Authority Social Services and NHS Complaints Regulations 2009, dated July 2022
 - the 2021 national staff survey reviewed by the board in April and May 2023
 - the Head of Internal Audit's annual opinion of our control environment dated 21/06/22
 - CQC inspection reports, dated July 2020 and March 2022
- ✓ the quality report presents a balanced picture of the NHS foundation trust's performance over the period covered
- ✓ the performance information reported in the quality report is reliable and accurate
- ✓ there are proper internal controls over the collection and reporting of the measures of performance included in the quality report and these controls are subject to review to confirm that they are working effectively in practice
- ✓ the data underpinning the measures of performance reported in the quality report is robust and reliable, conforms to specified data quality standards and prescribed definitions, is subject to appropriate scrutiny and review; and
- ✓ the quality report has been prepared in accordance with NHS Improvement's annual reporting manual and supporting guidance (which incorporates the quality accounts regulations) as well as the standards to support data quality for the preparation of the quality report.

The directors confirm to the best of their knowledge and belief they have complied with the above requirements in preparing the quality report.

By order of the Board: 28 June 2023

A handwritten signature in black ink that reads "Richard Ibbotson". The signature is written in a cursive style with a vertical line to its right.

Sir Richard Ibbotson, Chairman

A handwritten signature in black ink that reads "Liz Davenport". The signature is written in a cursive style with a vertical line to its right.

Liz Davenport, Chief Executive

Adult Social Care and Health Overview and Scrutiny Sub-Board Action Tracker

Date of meeting	Minute No.	Action	Comments
23/02/23	25	The Sub Board to scrutinise and consider the CQC Assurance Improvement Plan once it is available	Added to the Work Programme (with date to be confirmed) – complete as in added to work programme.
23/02/23	25	<p>Care Quality Commission Regulation of local authority functions relating to adult social care report</p> <p>Officers to consult with the Integrated Care Partnership and look at the southern area overall to explore vacant capacity for respite beds and how the Council could work with Devon County Council and other partners in that respect.</p>	<p>Officers to provide a written response to the Sub Board once outcome of enquiries is known</p> <p>(Officers: Jo Williams and Cathy Williams)</p>
23/02/23	25	<p>*Care Quality Commission Regulation of local authority functions relating to adult social care report</p> <p>Officers to provide the Sub Board with more detailed and further information in respect of Table 2: Overall Assessment of the Report*</p>	<p>Officers to provide a written response to the Sub Board</p> <p>(Officers: Jo Williams and Cathy Williams)</p> <p>Complete</p>
23/02/23	25	<p>Care Quality Commission Regulation of local authority functions relating to adult social care report</p> <p>A Member Briefing is arranged for all Councillors to cover the Adult Social Care Strategy and governance with the Integrated Care Organisation.</p>	<p>Officers to provide member briefing later in the year.</p>

Date of meeting	Minute No.	Action	Comments
27/10/22	8	<p>Wait times for adult social care assessments and care.</p> <p>Members asked that following information be provided:</p> <ol style="list-style-type: none"> 1. The number of people who have been removed from the waiting list as a result of seeking private treatment; and 2. The approach taken to share the waiting list data across teams and with partners. 	Awaiting response – complete update circulated prior to the meeting - complete
24/11/22	15	That NHS England/the Integrated Care Partnership be requested to provide an annual update to the Torbay Adult Social Care and Health Overview and Scrutiny Sub-Board on improvements in dental access and planned oral health improvement initiatives, including key outputs and key performance indicators via an accessible dashboard (the content of which to be agreed with the Director of Public Health).	Report submitted to NHS England/Integrated Care Partnership and added to the 2023/2024 Work Programme - complete
24/11/22	16	That the Board notes the progress of the One Devon Partnership Integrated Care Strategy and recommends that further details around prevention, housing and workforce are included as well as ensuring the voice of the child and young person is heard.	Report submitted on 5/12/22 – complete update reported at the meeting - complete