

## Integrated Care Board

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| <b>Date of meeting</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 25 September 2025                                                                                                    |           |            |                 |
| <b>Title of paper</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Quality and Outcomes Committee Escalation and Assurance Report                                                       |           |            |                 |
| <b>Presented by</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Sheena Cumiskey, Quality and Outcomes Committee Chair                                                                |           |            |                 |
| <b>Author</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Board Secretary and Committee Officers                                                                               |           |            |                 |
| <b>Agenda item</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 10                                                                                                                   |           |            |                 |
| <b>Confidential</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | No                                                                                                                   |           |            |                 |
| <b>Executive summary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                      |           |            |                 |
| <p>This report highlights key matters, issues, and risks discussed at the Quality and Outcomes committee meeting held since the last report to the Board on 24 July 2025 to alert, advise and assure the Board.</p> <p>The summary report also highlights any issues, items referred or escalated to other committees or to the Board.</p> <p>Minutes approved by the committee to date are presented to the Board to provide assurance that they have met in accordance with their terms of reference and to advise the Board of business transacted at their meetings.</p> |                                                                                                                      |           |            |                 |
| <b>Recommendations</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                      |           |            |                 |
| <p>The Board is asked to:</p> <ul style="list-style-type: none"> <li>• Note the Alert, Advise and Assure from the committee report and approve any recommendations as listed</li> <li>• Note the summary of items or issues referred to other committees of the Board over the reporting period, as appropriate</li> <li>• Note the ratified minutes of the committee meetings.</li> </ul>                                                                                                                                                                                   |                                                                                                                      |           |            |                 |
| <b>Which Strategic Objective/s does the report relate to:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                      |           |            | <b>Tick</b>     |
| SO1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Improve quality, including safety, clinical outcomes, and patient experience                                         |           |            | ✓               |
| SO2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | To equalise opportunities and clinical outcomes across the area                                                      |           |            | ✓               |
| SO3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Make working in Lancashire and South Cumbria an attractive and desirable option for existing and potential employees |           |            | ✓               |
| SO4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Meet financial targets and deliver improved productivity                                                             |           |            | ✓               |
| SO5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Meet national and locally determined performance standards and targets                                               |           |            | ✓               |
| SO6                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | To develop and implement ambitious, deliverable strategies                                                           |           |            | ✓               |
| <b>Implications</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                      |           |            |                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Yes</b>                                                                                                           | <b>No</b> | <b>N/A</b> | <b>Comments</b> |
| Associated risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                      | ✓         |            |                 |
| Are associated risks detailed on the ICB Risk Register?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                      |           | ✓          |                 |
| Financial Implications                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                      |           | ✓          |                 |

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|-----------------------------------------------------------------------------------------------------|----------------------------------|-----------|------------|----------------------------------------------------------------|
| <b>Where paper has been discussed</b> (list other committees/forums that have discussed this paper) |                                  |           |            |                                                                |
| <b>Meeting</b>                                                                                      | <b>Date</b>                      |           |            | <b>Outcomes</b>                                                |
| Quality and Outcomes Committee                                                                      | During August and September 2025 |           |            | To provide the Board of committee business during this period. |
| <b>Conflicts of interest associated with this report</b>                                            |                                  |           |            |                                                                |
| Not applicable.                                                                                     |                                  |           |            |                                                                |
| <b>Impact assessments</b>                                                                           |                                  |           |            |                                                                |
|                                                                                                     | <b>Yes</b>                       | <b>No</b> | <b>N/A</b> | <b>Comments</b>                                                |
| Quality impact assessment completed                                                                 |                                  |           | ✓          |                                                                |
| Equality impact assessment completed                                                                |                                  |           | ✓          |                                                                |
| Data privacy impact assessment completed                                                            |                                  |           | ✓          |                                                                |
| <b>Report authorised by:</b> ICB Committee Chair                                                    |                                  |           |            |                                                                |

# Integrated Care Board – 25 September 2025

## Quality and Outcomes Committee Escalation and Assurance Report

### 1. Introduction

- 1.1 This report highlights key matters, issues, and risks discussed at ICB Quality and Outcomes committee held since the last report to the Board on 24 July 2025 to alert, advise and assure the Board.
- 1.2 The summary report also highlights any issues, items referred or escalated to other committees or to the Board.
- 1.3 Minutes approved by the committee to date are presented to the Board to provide assurance that they have met in accordance with their terms of reference and to advise the Board of business transacted at their meetings.

### 2. Quality and Outcomes Committee Report and Approved Minutes

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| <b>Date: 6 August 2025</b>                                                                   |                                                                                                                                                                                                                                                                                                                                                                                          | <b>Chair: Sheena Cumiskey</b>                                                                                                                                                                                         |
| <b>Key items discussed</b>                                                                   |                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                       |
| <b>Item or issue</b>                                                                         | <b>Issue</b>                                                                                                                                                                                                                                                                                                                                                                             | <b>Action</b>                                                                                                                                                                                                         |
| <b>Alert</b>                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                       |
| <b>All Age Continuing Care (AACC) and Individual Patient Activity (IPA) – monthly update</b> | The committee received a report on progress already made and the plans in place to improve the quality of the AACC & IPA service alongside improved performance. They were also informed about work that has been commissioned to consider further indications of quality in relation to complaints and MP letters.                                                                      | Escalate to Board to provide assurance and oversight.                                                                                                                                                                 |
| <b>Advise</b>                                                                                |                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                       |
| <b>Presentation on the NHS Performance Assessment Framework</b>                              | The committee received a presentation on the new approach to NHS oversight and assessment, which aided understanding of how the new segmentation would be developed. However, there is more work to do regarding this, and the committee would need to ensure this was placed in the right way, particularly when we understood how things were going to work and operate in the future. | To advise the Board of the new framework and that, once it was confirmed where our organisations sat within the segmentations, the ICB would need to consider what this meant for the role of the ICB and the region. |
| <b>Development of an Integrated Performance, Quality and Health Equity Report</b>            | The committee received an update on the work underway to develop a report that would bring together performance, quality (including outcomes, safety and experience) and health equity. The draft report offered an example of the proposed layout using a sample of the                                                                                                                 | It was acknowledged that further refinement may be required to expand the scope of the report once clarity on ICB verses NHS Regional teams'                                                                          |

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|                                                                                              | latest data. The aim was to have the Integrated report fully available by September 2025.                                                                                                                                                                                                                                                                                                          | responsibility was received.                                                                                                                                                                                     |
| <b>LSCICB Safeguarding Dashboard 2025-6, Q1</b>                                              | The committee received an update on the range of activity that supported the ICB to maintain robust safeguarding arrangements in its role as a commissioner of health services, as a safeguarding partner and as an employer.                                                                                                                                                                      | To make the Board aware of the longstanding risks but that mitigations were now in place and improvements were being made.                                                                                       |
| <b>All Age Continuing Care (AACC) and Individual Patient Activity (IPA) – monthly update</b> | The committee had received several clinical policies, which, due to the focus on AACC and as they were new policies, they had been to the Executive Committee. Support had been given on the content and intent but there was further work to be done on the presentation. The executives had requested absolute assurance that there had been engagement with local authorities and stakeholders. | The policies would be taken back to the Executive Committee as final versions then be brought back to the Quality and Outcomes Committee in relation to engagement, formatting and executive committee approval. |
| <b>Assure</b>                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                  |
| <b>Provider Annual Quality Accounts 2024/25</b>                                              | The report assured the committee that the annual quality accounts cycle was completed, and providers were compliant with the obligations around uploading quality accounts.                                                                                                                                                                                                                        | -                                                                                                                                                                                                                |
| <b>All Age Continuing Care (AACC) and Individual Patient Activity (IPA) – monthly update</b> | The report provided assurance on areas of work that the AACC & IPA Service were prioritising to achieve sustained quality acknowledging the turn around direction and plan in place to support achievement.                                                                                                                                                                                        |                                                                                                                                                                                                                  |

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|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Date: 3 September 2025</b>             |                                                                                                                                                                                                                                                                                                                          | <b>Chair: Sheena Cumiskey</b>                                                                                                                                                                                  |
| <b>Key items discussed</b>                |                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                |
| <b>Item or issue</b>                      | <b>Issue</b>                                                                                                                                                                                                                                                                                                             | <b>Action</b>                                                                                                                                                                                                  |
| <b>Alert</b>                              |                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                |
| <b>Biochemistry blood process at ELHT</b> | Key issues continued to be raised particularly across East Lancashire regarding workforce and transportation. This is having an impact on General Practice Time, Patient Experience and generating potential harm by delaying diagnosis.                                                                                 | Trust and ICB mitigating actions are taking place. A further update will be given at the PCQC on 24 September 2025, and an update will be brought to the next meeting of the QoC committee.                    |
| <b>Quarterly risk management update</b>   | New risk ICB-033: ICB and community pharmacy readiness for NHS commissioned services with prescribing. It was unclear who would be undertaking independent prescribing of pharmacies in the future therefore, this was out of the control of the ICB, and mitigations could not be put in place. This was a real risk in | Lobby NHS England and regulators to put in place national systems for workforce development and specifically to ensure supervision and designated prescribing practitioners for new prescribers in preparation |

|                                          |                                                                                                                                                                                      |                                                                                                                                               |
|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
|                                          | terms of workforce development, not just for pharmacy but for the whole system.                                                                                                      | for commissioned services. To implement a DPP database and work to increase the number of rotational foundation year placements               |
| <b>Advise</b>                            |                                                                                                                                                                                      |                                                                                                                                               |
| <b>Patient story</b>                     | Positive community outreach work across the system which targeted those with the greatest need had driven some key improvements and this was demonstrated through the patient story. | This was a welcome patient story showing how targeted supported improved people's life.                                                       |
| <b>Assure</b>                            |                                                                                                                                                                                      |                                                                                                                                               |
| <b>ICB Integrated Performance Report</b> | The first iteration of the ICB Integrated Performance and Quality Report brought together performance, quality (including outcomes, safety and experience) and Population Health     | The report will continue to be developed with a focus on ICB performance and the impact on quality of service and population health outcomes. |

- **Appendix A** – Approved minutes of the Quality Committee meeting held on 2 July 2025: [Item 10 Appx A - Approved - Minutes of the ICB Quality and Outcomes Committee 2 July 2025 v2.0.pdf](#)
- **Appendix B** – Approved minutes of the Quality Committee meeting held on 6 August 2025: [Item 10 Appx B - Approved - Minutes of the ICB Quality and Outcomes Committee 6 August 2025 v2.0.pdf](#)

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

| Committee | Item or Issue | Referred to |
|-----------|---------------|-------------|
| N/A       |               |             |

**4. Conclusion**

4.1 The committee has conducted their business in line with their terms of reference and associated business plans.

**5. Recommendations**

5.1 The Board is requested to:

- Note the Alert, Advise and Assure within the committee report and approve any recommendations as listed.
- Note the summary of items or issues referred to other committees of the Board over the reporting period, as appropriate.
- Note the ratified minutes of the committee meetings.

**Committee Chair**  
**September 2025**