

Integrated Care Board

Date of meeting	19 March 2026			
Title of paper	Quality and Outcomes Committee Escalation and Assurance Report – 4 March 2026			
Presented by	Jane O'Brien, Quality and Outcomes Committee Vice Chair			
Author	Board Secretary and Committee Officers			
Agenda item	9			
Confidential	No			
Executive summary				
<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 22 January 2026 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>				
Public and Stakeholder Engagement				
N/A				
Recommendations				
<p>The Board is asked to:</p> <ul style="list-style-type: none"> • Note the Alert, Advise and Assure and approve any recommendations as listed. • Note any summary of items or issues referred to other committees of the Board over the reporting period. • Note the ratified minutes of the committee meetings. 				
Which Strategic Objective/s does the report relate to:			Tick	
SO1	Improve quality, including safety, clinical outcomes, and patient experience		✓	
SO2	To equalise opportunities and clinical outcomes across the area		✓	
SO3	Make working in Lancashire and South Cumbria an attractive and desirable option for existing and potential employees		✓	
SO4	Meet financial targets and deliver improved productivity		✓	
SO5	Meet national and locally determined performance standards and targets		✓	
SO6	To develop and implement ambitious, deliverable strategies		✓	
Implications				
	Yes	No	N/A	Comments
Associated risks		✓		
Are associated risks detailed on the ICB Risk Register?			✓	
Financial Implications			✓	
Where paper has been discussed (list other committees/forums that have discussed this paper)				
Meeting	Date		Outcomes	
Quality and Outcomes Committee	4 March 2026		To provide the Board of committee business during this period.	

Conflicts of interest associated with this report				
Not applicable.				
Impact assessments				
	Yes	No	N/A	Comments
Quality impact assessment completed			✓	
Equality impact assessment completed			✓	
Data privacy impact assessment completed			✓	
Report authorised by:		ICB Committee Chair		

Integrated Care Board – 19 March 2026

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 22 January 2026 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

Date: 4 March 2026		Chair: Sheena Cumiskey
Key Items Discussed		
Item	Issue	Action
Alert		
LSCICB Safeguarding Dashboard 2025-26, Q4	Concerns were raised regarding the backlog within the Lancashire Multi Agency Risk Assessment conference (MARAC) of approximately 300 cases, due to police triage processes, and the relationship with statutory partners in safeguarding. Also, concern about the ICB's ability to meaningfully contribute in the face of reduction in running cost envelope. Continuous quality and capacity monitoring will be necessary to provide early warning of insufficient ICB contribution.	The Police Vulnerability Hub was expected to go live in March which should support efficiency in processing referrals.
Urgent & Emergency Care / Winter Plan update	Significant, systemwide patient safety risks persist across Urgent and Emergency Care, driven by extreme pressure, prolonged waits, and challenging care environments.	There is clear evidence of active system oversight, leadership engagement, and mitigation efforts, providing partial but not yet sufficient assurance. The Northwest UEC Recovery Programme Board has announced a national 'UEC Sprint' scheduled for March 2026 for the region to attain an 80% four-hour A&E performance rate during that month. Linked to this is a national UEC capital incentive scheme offering up to £80 million to help trusts

		improve four-hour A&E performance through March.
Advise		
All Age Continuing Care (AACC) and Individual Patient Activity (IPA) – monthly update	The committee noted concern that 74% of patients referred to AACC Discharge to Assess team lived in their own home prior to admission with only 7% of patients returning home. Reasons for this varied and some clear evidence was found in some cases of previous failed discharges home, family struggling to meet needs at home and at crisis point, not being able to manage at home even with packages of care.	Further targeted work has commenced alongside NHSE to consider recommendations from both performance data and audit to develop actions for service delivery improvement and will require joint working with Acute Trust colleagues to pilot a 'perfect week' model. The model will focus on identifying where individuals reside prior to admission to hospital and identify whether bed-based care us the most appropriate placement for the individual. To support this work staff from the AACC discharge to assess service will spend time working within transfer of care hubs to screen referrals earlier.
Assure		
Rapid Improvement Event – All Age Continuing Care Complaints Process	The successful implementation of the newly designed complaints process for AACC and an approach to defining and managing the backlog of all complaints. This will ensure that the current backlog is understood, a process followed for its reduction and therefore learning from complaints, and the experience of complainants are improved.	Learning to be shared with other parts of the organisation.
Quality Impact Assessment update	Noteworthy progress has been made in the past quarter to further embed existing processes whilst embracing new guidance.	That the committee support the ongoing progress made to embed QIA processes and acknowledge further work to develop an integrated assessment tool.

- **Appendix A** – Approved minutes of the Quality and Outcomes Committee held on 7 January 2026 [Item 9 - Appx A - Approved Minutes of the ICB Quality and Outcomes Committee 7 January 2026 vr 1.0.pdf](#)

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

Committee	Item or Issue	Referred to
Quality & Outcomes Committee	<u>LSCICB Safeguarding Dashboard 2025-26, Q4</u> People & Culture Committee would be changing its focus this coming year looking at transition around workforce and it was agreed that a referral be made around	People & Culture Committee

	statutory responsibilities to ensure resources are maintained to meet statutory obligations.	
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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
- Note the ratified minutes of the committee meetings.

**Committee Chair
March 2026**