

Integrated Care Board Briefing

Staffordshire and Stoke-on-Trent
ICB Meeting

21 September 2023

NHS Staffordshire and Stoke-on-Trent Integrated Care Board

This briefing aims to keep partners informed of the discussions at the NHS Integrated Care Board (ICB) meeting in public. To watch the recording and read the papers [visit the ICB website](#).

ICB Chair and Executive update

- David Pearson, ICB Chair, and Peter Axon, ICB Chief Executive Officer, introduced the report.
- David Pearson congratulated Support Staffordshire for achieving the Volunteer Centre Quality Accreditation (VCQA).
- David confirmed that in light of the Lucy Letby verdict, we will build upon and review the structures that are in place.
 - For example, the new Patient Safety Incident Response Framework is being reviewed and will be implemented through the Quality and Safety team.
 - The Fit and Proper Persons Framework implementation will start this month and will involve all members of the Board. David has met with system NHS chairs to discuss how this will be implemented comprehensively locally.
 - In addition, Freedom to Speak Up roles will be strengthened. We have an Executive and Non-Executive Director as the Freedom to Speak Up Guardians, with a series of Champions across the system.
 - Finally, the Sexual Safety and Health Care Organisational Charter has been recently released by NHS England. It identifies ten initiatives that organisations should sign up to and benchmark to make sure they meet these requirements. David informed the board that our ICB will sign up to achieving the standards following the meeting.
- Earlier this week, the Health Service Journal Patient Safety Awards took place. David shared that Midlands Partnership University NHS Foundation Trust won Primary Care Initiative of the Year for their Psychological Therapy Service. Trusts across the system were also finalists in other categories:
 - Midlands Partnership University NHS Foundation Trust were finalists in the Patient Safety Team of the Year category for their Harm Engagement and Reduction Team (HEART) and University Hospitals of North Midlands NHS Trust were finalists in the same category for their Care Excellence Framework – Refresh project.
 - In the Urgent and Emergency Care Safety Initiative of the Year category local finalists included University Hospitals of Derby and Burton NHS Foundation Trust for their ‘How our cancer assessment unit freed up a whole ward project’.
- Peter Axon shared that we are facing significant financial pressures, which has come at a time when we have an elective backlog, pressure in urgent and emergency care and Industrial Action. During times of pressure like this, Peter reflected on the fantastic job the workforce is doing right now. He shared that he feels confident that we will manage these pressures because of the building blocks we have put in place over the last year.

For example:

- How our urgent and emergency care teams are now working together to break down barriers and focus on the patient journey
- How the system has responded to the recovery programme
- How the Provider Collaboratives have built the foundations for collaboration across the system.

The Board asked that we include key ‘people’ data that supports the key ‘performance’ data that we include in this report. Peter agreed we will include this narrative going forward.

System Recovery Plan

- Paul Brown, Chief Financial Officer, presented the System Recovery Plan. He shared that to recover we need to address the whole patient pathway.

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- Paul shared at the end of month four, we had a deficit of £48million. In light of this, Paul has met with the Regional Finance Director to share that it is unlikely we can get to breakeven. The recovery plan will be essential to ensure we keep as close to target as possible this financial year and improve our services, so that we move into 2024/25 in a sustainable financial position.
- This year we have seen £50million worth of excess inflation and a substantial increase in the cost of continuing health care (CHC), both of which have significantly impacted our ability to achieve breakeven.
- At the System Planning Event on 14 July, it was agreed that there would be a focus on CHC to see how we can improve the patient experience and enable us to get back on track financially.
- The System Recovery Plan is being considered for final approval over the next month.
- Neil Carr, Chief Executive - Midlands Partnership University NHS Foundation Trust, Physical Health, Board Partner Member, updated the Board on the Continuing Health Care (CHC) Provider Collaborative, which is the vehicle in which the CHC system recovery work will be delivered. Neil shared that the work of this Provider Collaborative has been exceptional, and the system has fully committed to this agenda.
- Neil shared we will see an impact of this work from October onwards.

The Board thanked Paul and Neil for their updates. The Board agreed that the success of this work is in the system's responsiveness to share ownership and work collaboratively.

Quality and Safety Report

- Lynn Tolley, Director of Nursing – Maternity and Safeguarding, and Josie Spencer, Non-Executive Director, introduced the report.
- Lynn confirmed the Quality and Safety Committee (QSC) meeting has now moved to bi-monthly and the group has now had their first deep dive into harm reviews and maternity services.
- Lynn shared that the CQC undertook an inspection of University Hospitals of North Midlands NHS Foundation Trust (UHNM) maternity and neonatal services as part of the national maternity inspection programme. The full report was published in June 2023 and UHNM's Maternity CQC ratings have declined. The ICB, in collaboration with NHS England, will be developing a system oversight and assurance group to follow the action plan and maintain improvements that have been happening since June.
- Josie shared that two safeguarding policies were presented for approval at the QSC which have been updated as per their annual review:
 - The Safeguarding Childrens and Young Peoples Policy
 - The Safeguarding Training Policy
- Josie confirmed that over 300 staff have been trained in Continuous Quality Improvement methodology.

The Board thanked Lynn and Josie for the report, and ratified the revised Safeguarding policies.

Finance and Performance Report

- Phil Smith, Chief Delivery Officer, presented the Performance Report.
- Phil shared that Industrial Action continues to have a significant impact on the system. For elective backlogs we remain in Tier 1, but there has been a strong improvement path.
- There is a national focus to look at patients who would breach the 65 week-wait by March, that they have a first outpatient appointment by the end of October. The system is working through how they can achieve this, but it is looking achievable in most specialties.
- For Urgent and Emergency Care, we remain in Tier 2, but there has been some strong overall progress with delivery of the Urgent Care Improvement Plan. The Integrated

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Discharge Hub went live in September, which brings partners together in a new way to support patient flow.

- There was a national winter planning event this week. The focus, this winter, is to build on the learnings from last year and to keep a collective view on demand, capacity, and escalation.
- Megan Nurse, Non-Executive Director, discussed the Partnership Agreement for the direct award of the contract for NHS Community Services in East Staffordshire from 1 October for a period of 18 months. The Committee recommend the Board approve the direct award (in line with PCR Regulation 12.7) of the contract for Community Services for an 18-month term commencing on 1 October 2023 at £10.3million per annum (£15.45million total contract value).
- Megan also shared that the Committee supported the business case for a centralised repeat prescription management service. The service will be piloted in Burton and Lichfield subject to positive Quality, Equality and Data Protection Impact Assessments and delivered in partnership with the Primary Care Networks (PCNs).

The Board thanked Phil and Megan for the reports and took assurance from their reports.

Committee Assurance Reports

- Audit Committee: Julie Holder, Non-Executive Director asked the Board to note the change in frequency of meetings and for to note there will be an exceptional Audit Committee report in June 2024 to consider draft Statements, followed by an exceptional Board meeting to approve the Annual Report and Accounts.
- People, Culture and Inclusion Committee: Shokat Lat, Non-Executive Director, shared how important it has been to recognise the implications on workforce of the system planning that is happening.

The Board thanked Julie and Shokat for their reports.

Date and time of next meeting in public: 19 October 2023 at 1.00pm held in public.

More information about the upcoming Board meetings can be found on the [ICB website](#).