



**Staffordshire and
Stoke-on-Trent**
Integrated Care Board

Annual General Meeting Briefing

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26 September 2024

This briefing aims to keep partners informed of the discussions that took place during Staffordshire and Stoke-on-Trent Integrated Care Board's Annual General Meeting (AGM). The Annual Reports, Annual Report Summary, Annual Accounts, and presentations from the AGM can be found on our [website](#). The recording of the AGM can be found on our [YouTube channel](#).

Welcome to the Staffordshire and Stoke-on-Trent Integrated Care Board's Annual General Meeting

- David Pearson, Chair of Staffordshire and Stoke-on-Trent Integrated Care Board (ICB) welcomed everyone to the Annual General Meeting (AGM).
- David explained that during the AGM the annual report will be presented in sections by members of the ICB executive team.

System Evolution

- Peter Axon, Chief Executive Officer gave an overview of the ICB Strategy on a page which can be found on slide 6 of the AGM presentation on our [website](#).
- Peter shared an overview of the three P's operating model which includes, portfolio, place and provider and system collaboratives.
- Our seven Integrated Care System (ICS) portfolios were presented showing who the Executive Sponsor is for each of them. These can be found on slide 8 of the AGM presentation on our [website](#).
- Peter gave some examples of working in collaboration and shared that we are proud to have been shortlisted and to have won a number of awards this year which are detailed in the [Annual Report 2023/24](#).
- Peter explained that ICB Boards showcase a unique structure within the NHS, bringing together leaders from across a system to hold equal responsibility on the Board. A focus on Board Development is key, ensuring that this cross-agency group of leaders function as effectively as possible. Work has included development of our "[Leadership Compact](#)" and a focus on "psychological safety". All ensuring that we operate as a team to solve system wide complex problems.

Operational Update

- Phil Smith, Chief Delivery Officer, gave an update on system performance highlighting that 2023/24 was a challenging year but health and care partners came together to make huge strides on our recovery journey following COVID-19 and responding to continued demand and acuity growth.
- Phil gave an overview of Urgent and Emergency Care highlighting that there were 13 periods of industrial action during the year which required complex multi partner system planning to ensure that we were able to respond.
- Our EPR has been rated substantially compliant in 2023, which is a massive improvement compared to when we first did the assessment when the ICB was established.

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- Slides 13 and 14 of the AGM presentation on our [website](#) gives an overview of the performance targets.
- Phil gave an overview on Primary Care highlighting that services have had difficulties recovering to pre-COVID-19 levels due to ongoing challenges – including high levels of urgent medical admissions and the impact of industrial action.
- In 2023/24 the ICB reported significant progress in reducing the elective backlog across the whole system as we work to achieve zero long-wait targets.
- Phil gave an overview of Cancer and Diagnostics highlighting that as a system we achieved the 75% Cancer Faster Diagnostic Standard (FDS) and patients waiting over 62 days for Cancer treatment improved by approximately 50%.
- Diagnostics is critical to elective and cancer pathway delivery and there has been a drive to increase diagnostic capacity through the provision of three Community Diagnostic Centres (CDC) in Staffordshire and Stoke-on-Trent.
- Paul Edmondson-Jones, Deputy CEO and Chief Medical Officer presented the Primary Care 2024/24 priorities and highlighted the key achievements within Primary Care during 2023/24 which can be found on slide 19 of the AGM presentation.
- Paul shared some statistics from the general practice patient satisfaction survey results and explained that over this year we have also taken on the delegation of Pharmacy, Optometry and Dentistry.

System Finance and Accounts

- Paul Brown, Chief Financial Officer gave an overview of where we spent our money in 2023/24. The full breakdown can be found in the [Annual Report 2023/24](#).
- Paul then shared how we performed against our targets and highlighted that across the financial year the Integrated Care Board overspent against the allocation of Patient Services of £2.7billion by £91million. This deficit was within the financial envelope agreed with NHS England covering 2023/24.
- An overview was given on the structural financial challenges we have faced and the reasons for these challenges.
- Finally, Paul shared our current financial situation in 2024/25 and highlighted the financial plan to deliver a £90million deficit.

Workforce

- Gemma Treanor, Head of ICS People Function shared our national and local focus for workforce.
- Gemma highlighted the Staffordshire and Stoke-on-Trent ICS workforce statistics as of July 2024 which includes a total workforce of 24,080 WTE.
- Next Gemma highlighted the People, Culture and Inclusion achievements 2023-24 which can be found in the [Annual Report 2023/24](#).
- An overview was given on the Staffordshire and Stoke-on-Trent journey to work which describes our approach to attracting, training and retaining our workforce; and the areas we will focus on collaboratively at a Place level. [This video](#) describes this approach and showcases the work that the system partners have been doing.

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- Finally, Gemma shared our current and future programme focus which will all be underpinned by our Journey to work model.

Quality and Safety

- Heather Johnstone, Chief Nursing and Therapies Officer gave an overview of the Quality Strategy on a page which can be found in the [ICB Quality Strategy](#).
- Heather highlighted that everyone who has presented has made a direct reference to the importance that we place on the quality and safety of services provided in our local area.
- Heather gave examples of the quality outcomes which are:
 - People with lived experience are actively involved in service design, development, delivery, and evaluation.
 - The promotion of safe care ensuring care is of a high quality, safe and accessible to all our population.
 - Improving staff experience.
 - A shared system approach to quality and safety
 - Fair and equitable services for all, building a system for the future.
 - We will drive the provision of quality services through a high-quality programme of research and continuous quality improvement.

Patient Story

- Claire Underwood, Director of Nursing, All Age Continuing Care and Paul Garner, Transformation Clinical Lead for Palliative and End of Life Care were introduced to share a case study that demonstrates what it's like for patients who are coming to the end of their lives.
- Claire gave an overview of NHS Continuing Health Care (CHC) and explained what it is.
- Paul shared a patient story about a 78-year-old individual who had a diagnosis of dementia and a complex history of heart disease.
- Paul gave an overview of the positive feedback received which can be found on slide 44 of the AGM presentation on our [website](#).

Looking Forward

- Nicky Harkness, Provider Collaborative Programme Director gave an update on provider collaboratives and explained how our seven portfolios have continued to plan and deliver tactical and strategic change across the system. Portfolios and the Provider Collaborative remain critical parts of our ICS operating model and the ICB will continue to support their ongoing development as major vehicles for community transformation design and delivery.
- Nicky explained we have continued the strong partnership approach with our two places (Staffordshire and Stoke) and in support of our ongoing operating model development, we will continue to build the function of our Joint Commissioning Boards as the vehicles for turning our plans into commissioned services. Throughout 25/26 we will further develop the delivery arms of our places, linking in broader partners at area, locality and neighbourhood levels.

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- Paul Edmondson-Jones, Deputy CEO and Chief Medical Officer gave an update on the Integrated Care Partnership (ICP) and explained the key roles and aims of the ICP.
- Lynn Millar, Portfolio Director, Improving Population Health explained how we are working differently to improve population health which includes the five P's (People and communities, Personalised Care, Personal responsibility, Prevention and health inequalities and Productivity) that are all underpinned by Population Health Management (PHM).
- Next, Lynn talked about tackling health inequality and at scale prevention. A map of Staffordshire and Stoke-on-Trent was shared which identifies 12 localities and the intention is to be build an infrastructure for local decision making within these localities.
- Lynn explains that VCSE are at the heart of everything we do, and we have a huge, committed and capable workforce in the voluntary sector. Lynn highlighted how we work closely with Support Staffordshire and Community Health Champions in Stoke-on-Trent.

Question and Answer session

Following the main agenda items, members of the public were invited to ask questions to the Board. To see all the questions, and responses, please see the [recording of the meeting](#) from 1:32:25.

Close

David Pearson, Chair of Staffordshire and Stoke-on-Trent Integrated Care Board thanked those for attending and to those who provided presentations. David outlined that our annual report and annual report summary are available on the [ICB website](#) to download and brought the meeting to a close.