

# Annual Report Summary 2023/2024



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

## Overview from Peter and David

This is our first 12-month Annual Report since Staffordshire and Stoke-on-Trent Integrated Care Board (ICB) formed in July 2022. Although still a relatively new organisation, I think we've made real progress this year in strengthening relationships with our stakeholders and partners. Together we are working to tackle some of the more challenging issues and to achieve our vision – to make Staffordshire and Stoke-on-Trent the healthiest places to live and work.

We're confident that we're in a strong position to drive forward transformation and make sure our communities get the best possible care and support. Our Joint Forward Plan was recently updated – setting out our ongoing challenges and reflecting on our progress in the first 12 months to build on our ambitions, deliver our plans and respond to changing national guidance.

All systems are grappling with broadly similar issues, but we have to understand the local context and make the necessary changes that are right for our diverse communities. This involves working with our partners to look at place-based services, listen to local people, and to make the best use of population health management, data and intelligence.

We are working hard to focus on individuals with the highest level of need or individuals at risk of deterioration, and looking at biological, psychological, and social factors to understand the individual and the best course of treatment.

In the past 12 months, our transformation programme has made decisions about inpatient mental health services for the south of the county and also assisted conception. In the coming year, there is going to be a great deal of work around urgent and emergency care and how we can deliver on nationally mandated urgent treatment centres. These will give local people a much more coherent offer if they have urgent problems that need dealing with promptly but are not a life-threatening emergency.

We are also progressing with the evolution of integrated multi-disciplinary teams at a localised level. This has been an aspiration for a long time, and while we're not there yet, we are moving in the right direction. It means closer working with primary care colleagues, but it also involves community services such as mental health and our care colleagues from the local authorities.



**Peter Axon**  
Chief Executive  
Officer,  
Staffordshire and  
Stoke-on-Trent ICB



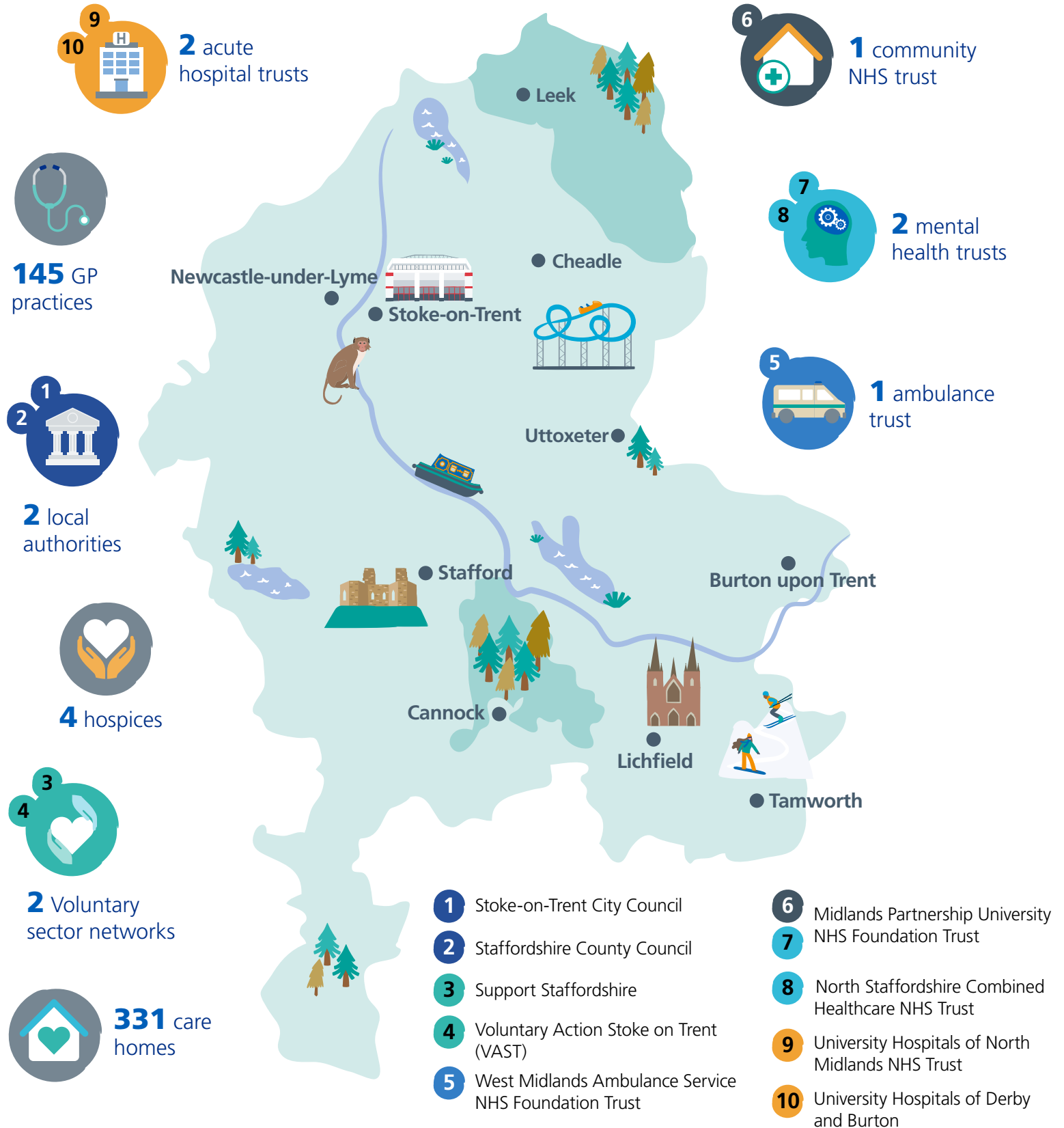
**David Pearson MBE**  
Chair,  
Staffordshire and  
Stoke-on-Trent ICB

Please note, this is a summary report. The full Annual Accounts can be found on the ICB website [www.staffsstoke.icb.nhs.uk](http://www.staffsstoke.icb.nhs.uk) once published.



# Who we are

We acknowledge the support of all ICS partners in coming together to improve the health and wellbeing of our local population.



## We have created seven tightly focused portfolios concentrated on:

- Urgent and emergency care (UEC)
- Planned care (includes elective, cancer and diagnostics)
- End of life, long-term conditions and frailty
- Improving population health
- Primary care
- Mental health, learning disabilities and autism
- Children and young people, maternity and neonates.



# How we spent our money in 2023/24

The ICB were allocated a total of £2.6 billion\* for the year April 2023 to March 2024 to spend on the local population of 1.14 million people. This works out at an average of £2,280 per person.

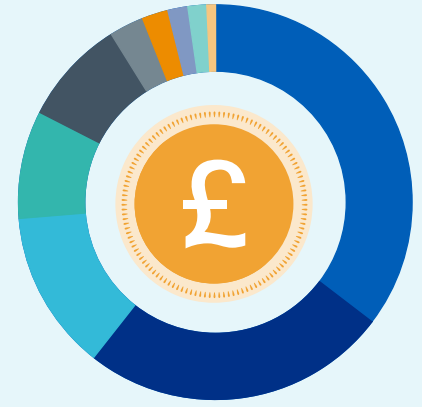
We spent approximately £2.7 billion\* – broken down in the infographic.

**You can find the full Annual Accounts on the ICB website once published.**

\*Rounding of figures has been applied; please refer to the Annual Accounts for detail

## Gross Operating Costs, 2023/24

● Services from NHS Trusts	£960.9m
● Services from Foundation Trusts	£686.2m
● Purchase of healthcare from non-NHS bodies	£355.2m
● Prescribing	£238.9m
● Primary Care	£234.2m
● Other	£77m
● Dental Services	£58m
● Pharmaceutical Services	£44.4m
● Purchase of Social Care	£42m
● Staff	£19.7m



Total Cost - **£2.7165b**

## Our achievements



**Over 230 Virtual Beds Opened**

**Virtual Wards** provide acute-level care in a patient's usual home. Patients can be stepped up from the community or stepped down from an acute hospital environment to receive ongoing health care and support. More than **230** Virtual Beds have opened during 2023/24, providing care to patients who would previously have been supported in hospital. Expansion will continue into 2024/25 to support our patients to remain in a community environment, with a core focus on improving use of the open beds.



**Two community Diagnostic Centres opened**

**Community diagnostic centres** (CDCs) offer a range of diagnostic services in a 'one-stop-shop' so that patients only have to attend once, and primary care can refer patients to these services directly. Following analysis to agree the most suitable locations for three centres, two have now opened at Sir Robert Peel Hospital and Cannock Chase Hospital. The third site will be at Queen's Hospital, Burton.



**Support increased for severely frail patients**

In a pilot to identify, assess and support **severely frail patients**, six GP practices (covering a population of 75,000) have collaborated with community teams to identify 1,043 people who are considered 'severely frail' with 150 identified as most in need of additional support. The additional support may include surveillance, patient-initiated follow-ups, general follow-up appointments, or referrals into other core services.



**Access improved for patients**

21,000 consultations were undertaken in the **Community Pharmacist Consultation Service** in 2023/24. In the first eight weeks since launching on 31 January 2024, an additional 6,000 referrals were made to Pharmacy First – improving access for patients with low acuity conditions.



**East Staffordshire Primary Care Network (PCN) wins the 'Embedding research award'**

East Staffordshire Primary Care Network (PCN) won the 'Embedding research award' at the **NIHR Clinical Research Network Awards**. The PCN appointed a research manager to enable efficient regional-level identification of participants for research, and to set up research structures and frameworks within the PCN.

## Our Performance

- **72%** of primary care appointments were face-to-face – higher than the national average.
- We have exceeded the target of recovering the dementia diagnosis rate to 66.7% – reaching **72.4%** at year-end.
- More than **5,000 (82.3%)** people with a learning disability had an annual health check this year (194 more than last year) – these checks can improve people's health by spotting problems earlier.
- Although we have seen an increase in demand across urgent and emergency care services, performance towards the target of admitting, transferring or discharging **76%** of patients within four hours has continued to improve.
- **95%** of our staff who work in health and social care have completed the Oliver McGowan e-learning – this supports the provision of safe, compassionate, and informed care to people with a learning disability and autistic people.





## Case studies

### The Small Changes campaign – co-produced with people who have lived experience of a learning disability or autism

A priority for the Learning Disability and Autism portfolio is that access to health and care services by people with a learning disability and autistic people, is increased. One way that access can be increased is if services make reasonable adjustments. These can take many different forms, from longer appointments or quieter environments for appointments, to providing materials in different formats.

To encourage health and social care staff to consider the reasonable adjustments they can make, the ICB portfolio worked with local people with lived experience, their families, carers, and local support groups to hear their stories and discuss ideas for what a campaign could look like.

Their feedback was brought together to create the 'Small Changes' campaign, which encourages staff to 'discover the power of small changes' and empowers them to make suitable reasonable adjustments for service users, within their professional environments. The [Small Changes webpage](#) and promotional materials have since been created and shared widely across the system.



### Community Health Champions

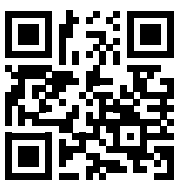
Community Health Champions supported women from the Sudanese community to meet with health colleagues to discuss the importance of breast care, using an interpreter. Language and cultural factors were considered in planning the event, including the use of imagery that wouldn't compromise their customs around modesty.

The session was successful with positive feedback, so much so that a second awareness session was held focused on children's health and wellbeing.

A third is also being planned to explore concerns around how to support children with special educational needs and disabilities (SEND) that were raised during the second session.



## Contact Us



If you would like to receive this Annual Report in another format – such as audio, Easy Read, British Sign Language, interpreter services, large print, or Braille – please speak to any member of the Administration team at Staffordshire and Stoke-on-Trent NHS Integrated Care Board. Call **0300 123 1461** or email [enquiries@staffsstoke.icb.nhs.uk](mailto:enquiries@staffsstoke.icb.nhs.uk). Alternatively, use the Relay UK Service for speech-impaired, deaf or hard-of-hearing patients, carers and staff: [www.relayuk.bt.com](http://www.relayuk.bt.com).

Visit our website: [www.staffsstoke.icb.nhs.uk](http://www.staffsstoke.icb.nhs.uk)

