

# Integrated Care Board Briefing

Staffordshire and Stoke-on-Trent  
ICB Meeting

17 November 2022

## 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 [click here](#).

### Staffordshire and Stoke-on-Trent Staff Story

- Alex Brett, Chief People Officer, introduced the award-winning, system-wide, apprenticeship scheme, supported by the YMCA, and the story of Adil, a Health Care Support Worker Apprentice. The scheme focuses on accessing and engaging with hard-to-reach communities, and individuals from deprived backgrounds, to attract them into the health and care system. You can hear Adil's story [here](#).

The Board commented it was a great scheme that allowed people to reach their potential and asked whether the Board could receive an overview of other schemes that it should support across the system. It was understood that there is a piece of work to do to understand the schemes other providers are running and how we can join up the work we are all doing to widen participation from all ages and backgrounds, across the system. It was recognised that the Integrated Care Partnership (ICP) strategy is likely to cover this work.

### ICB Chair and Executive update

- Prem Singh, Chair, started the report by announcing that on 17 November, Amanda Pritchard, Chief Executive of NHS England (NHSE) had visited. It was noted that all local NHS Chief Executives, as well as the Chief Executives from two local authorities attended the morning meeting with Amanda. Prem reiterated comments made by Amanda, saying that the attendance of that meeting demonstrated how this system is committed to working collaboratively. Amanda also showed her appreciation for the pre-hospital work and CRIS work that is happening in our system.
- As this is Prem Singh's last Board meeting in public, he wanted to place on record what a pleasure it has been to chair the wider partnership board and work out how the system would work together. He said he was proud to be part of that journey.
- Peter Axon, interim Chief Executive Officer, continued the report with an update on the recent industrial action; across the system one Union within one organisation has to date voted 'yes' to taking industrial action. The system is going through a thorough process to assess the risk of this decision, particularly in consideration of other risks that may be presented throughout the winter period.
- Other updates to note were:
  - The ICB revised staffing structures were published on 17 November in consideration of the work of the portfolios.
  - The revised constitution has now been approved by NHSE.

The Board gave thanks for the update and asked what system wide engagement was happening around the industrial action. Peter Axon confirmed that there were regular Staff Side sessions with all organisations across the system and Alex Brett added that each organisation was working closely with its staff and unions.

### Winter Plan

- Phil Smith, Chief Delivery Officer, presented the Winter Plan for ratification by the Board. The plan has been developed with all system partners to provide a clear approach to navigating the expected demand pressures this winter, whilst maintaining the consistent delivery of cancer and elective services.
- A weekly steering group has been established to make sure the plan continues to evolve and take account of other system pressures, for example the industrial action.

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- A system control centre is also being set up following a national expectation, which will be a tactical, immediately responsive structure that will respond to emerging pressures and prevent escalation.

The Board approved and supported the plan, commending Phil Smith for his work on it.

### ICS Oversight Framework

- Paul Brown, Chief Finance Officer, delivered this update, sharing that system leaders have met to discuss the changing shape of performance oversight in the system. The key outputs from these discussions are some guiding principles, which will be used to frame the approach taken when dealing with performance issues. The Board is asked to endorse this approach and to agree to revisit the arrangements in six months' time.
- The four principles are:
  - Further embed a system culture of openness, transparency, and trust
  - ICB acts as enabler and facilitator
  - The whole system manages performance collectively
  - Delegation where possible

The Board thanked Paul for the hard work on this framework. The Board questioned how accountability of performance will be managed within the provider collaboratives and suggested this approach should be shared with that programme board.

### System Finance Report

- The finance update was presented by Paul Brown, Chief Finance Officer. Paul confirmed that the expectation remains that the system will break-even and considering the excessive debt that was inherited, the expectation to break-even highlights the excellent work that has been happening across the system, particularly within the NHS Trusts. Only a handful of other systems nationally are in a position to break-even, so it is a huge achievement.
- Work continues on the financial strategy, which sets out a framework for keeping the system in financial balance and seeks to create a culture where resource deployment is undertaken at a system level with a focus on clinical outcomes.
- A key element of the strategy is to work with the workforce team and integrate the financial strategy to the HR strategy and operational strategies so improvements can be felt across the system when changes are made.

The Board raised the query that there is some work to do understand where the savings are realised when cost-saving activity occurs, and what the governance is around this.

### System Performance Report

- Phil Smith presented the performance report. He began by focusing on the ambulance handovers and the actions the system is taking to improve delays. The Royal Stoke site remains a significant challenge in terms of ambulance handover delays and is one of 12 sites receiving national oversight and support to improve.
- It is recognised that the ambulance handover delays are a symptom of the capacity and flow challenges throughout the health and care system therefore a whole-system improvement response is required to address the issue. A Weekly Task and Finish group is in place to address the system issue, chaired by ICB CEO Peter Axon, and an Improvement Plan is in place with multi-stakeholder actions agreed.

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- There is a focus on six areas of action including: finding alternative pathways other than using ambulances/emergency departments (ED), managing the flow of patients to release ambulance crews and decongest ED and managing the clinical risk across the system.
- Phil stated that the system is already seeing the benefits of this work as ambulance handover delays in October (in excess of 30 minutes) at Royal Stoke have reduced by 29.8%.

The Board were really pleased to hear of the progress and thanked Phil for sharing the update and for elaborating on the positive action being taken.

### Quality and Safety Update Report

- Heather Johnstone, Interim Chief Nurse and Therapies Officer delivered this report. Heather highlighted workforce pressures within maternity at UHNM, as well as the fluctuating numbers of induction of labour. The system is working collectively to monitor and measure performance with daily reporting.
- Heather noted that there has been significant media interest in the quality, safety and care of those in mental health, learning disability and autism services. Locally, the Woodhouse name has, in line with their proposed change of business, been changed to Moorlands Neurological Centre. They advise that all current arrangements and transfer plans for the existing cohort will remain the same.
- Heather also drew the Board's attention to the Huntercombe Hospital (now Ivetsey Bank). NHSE Specialised commissioning, and more recently Birmingham Women's and Children's Hospital who lead the Provider collaborative, take the formal lead in quality surveillance, however the ICB Quality and Safeguarding teams work very closely with them in monitoring quality and safety. There is a recent CQC that is waiting to be received.

The Board thanked Heather for her thorough update and had no further comments.

### Assurance Reports from Committees of the Board

- **Finance and Performance Committee:** Megan Nurse, Non-Executive Director, shared that two reports from October and November have been submitted for review.
- **Audit Committee:** Julie Holder, Non-Executive Director, requested the Board review the amendments to the scheme of financial delegation, which suggests that delegation move from the ICB Board to the Finance Performance committee.
- **People, Culture, and Inclusion Committee:** Julie Holder, Non-Executive Director, reported that the recent committee was a good meeting with lots of discussion and detail within the reports provided.
- **Safety and Quality Committee:** David Pearson, Non-Executive Director, commented that the recent committee was an excellent meeting with lots of engagement and challenge around difficult issues.

The Board only commented on the audit committee proposal as they challenged the levels of spending. The wider board confirmed that the proposal was benchmarked against other ICBs and the Non-Executive Directors on the committee will scrutinise and challenge any proposal put forward. After the discussion the proposal was approved.

**Date and time of next meeting in public:** 19 January 2023, 2-4pm.

If your organisation has a resident/patient case study that could be shared at a future Board, please email [ssotics.comms@nhs.net](mailto:ssotics.comms@nhs.net)