

Integrated Care Board Briefing

Inaugural ICB Meeting for
Staffordshire and Stoke-on-Trent

July 1, 2022



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

Staffordshire and Stoke-on-Trent Staff Story

- Alex Brett, Chief People Officer, and Mish Irvine, Associate Director of People, shared an inspiring video of Phillip Irlam, who was recruited as a local vaccinator by the Health and Care People Hub
- Phillip shared his story about how he made the transition from volunteering at St John Ambulance on the vaccine programme, to the People Hub as a vaccinator and care reservist. He is now currently working as a trainee mental health and wellbeing practitioner. To watch Phillip tell his story [click here](#)

The ICS Board thanked Alex and Mish for presenting this success story and thanked Phillip for sharing his journey. It was recommended Phillip's story could be used in recruitment campaigns to inspire others to consider a career in health and care. The Board highlighted the importance of ensuring opportunities to join the system are visible and accessible in schools and colleges. The pandemic showed the real potential for joint working across health, care and the voluntary sector to support workforce development.

ICS Chair and Interim Chief Executive Officer's (CEO) Report

- The meeting was the inaugural meeting of the ICB and all 42 ICSs are now established
- The ICB aims and purpose are to improve health and care, tackle inequality, be more efficient and productive, and step-up socio-economic development of the local area:
 - Work together across health and care to ensure children get the best start in life
 - Work to improve healthy years, not just extended years
 - When care needs are required, we are responsive and integrative in our approach.
- The CEO thanked all involved in development of the ICB and ICS
- Two additional executive directors have now been appointed to the ICB and were welcomed by the CEO:
 - **Chief Transformation Officer – Chris Bird**
 - **Chief Delivery Officer – Phil Smith**
- The operating plan is currently in development to March 2023 and will be important in giving direction to ensure delivery against national and local priorities
 - 7 key portfolios were proposed and signed off by ICB. The organisation must be equipped to deal with the challenges over the coming 12 months. This includes capacity, skills, and roles which are key to ensure the system is propped up
 - Examining opportunities to ensure we have the correct strategy in place
- General Medical Services (GP services) contracts have been delegated as of today Delegation of Services to be ratified by the group and seek support to ensure delegation happens effectively

The ICS Board noted and reflected on these updates and ratified the portfolio.

Working with People and Communities Strategy

- David Pearson, Non-Executive Director introduced the strategy. The ICB is required to have a People and Communities Strategy, which outlines the approach to involvement. This is an iterative document and will be further refined and developed into spring 2023

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- Tracey Shewan, Director of Communications and Corporate Services presented the strategy's aims and proposed new ways of working with people and local communities
- The strategy seeks to develop opportunities to co-create local patient-centred care services

The Board ratified the strategy. It was welcomed as an integral document and fully supported by all members. The Board noted the importance of this strategy in supporting the provider collaborative and voluntary sector portfolios. The strategy provides more opportunity to engage with wider communities and obtain the broader patient voice. It was noted how connections with small communities made the real difference during the pandemic and the importance of utilising these local networks and knowledge in the future to support positive health and care outcomes.

System Performance and Finance Report

- Paul Brown introduced a proposed portfolio of work to deliver targets in the Operational Plan, for approval by Board
- Elective care challenges remain a pressure point for the system. All partners are working to re-establish capacity to pre-COVID levels. Workforce pressures remain a significant challenge, with COVID-19 cases remaining high, which is impacting on recovery
- Looking to make significant reduction in spend although won't be able to comply with all requirements
- Not currently delivering against constitutional targets. Each portfolio will have a performance dashboard which is being developed to monitor Key Performance Indicators / metrics. Monthly reporting will take place to develop a clearer understanding of financial health. Understanding Urgent Care, specifically ambulance handover delays is a priority
 - Ambulance handover delays remain a key priority and challenge to all systems. Locally, partners are continuing to work together to release ambulances and support better flow across the urgent and emergency care system
 - Performance in May 2022 was better due to several initiatives implemented. This deteriorated in June, as the challenges increased linked to a rise in COVID cases
 - The way forward is to take a system wide approach, and the ICB will be a key enabler for this
 - This is not just an acute issue, but rather a whole pathway issue and requires a partnership approach:
 - Looking at the point of view of those patients who didn't necessarily need to be transferred. Our geographical intervention service is underutilised and can be deployed further. This would include interventions such as home visits to those patients with less acute needs, instead of hospital transfers
 - We will continue to work with acute and other partners to improve efficiency of flow through hospitals
 - Improving the backend of hospitals to ensure patients are discharged efficiently. Patients don't always need a clinical setting but may require further care in the community
 - Phil Smith, Chief Delivery Officer, will be leading the formation of the local delivery plan. This is to go through statutory boards for approval
 - Operationally we are planning for potential winter pressures

The ICB noted the updates.

System Quality and System Safety Update Report

- The John Monroe Group was unable to pay its staff and run its business. Woodhouse will reconfigure their establishment. CQC rated Woodhouse as Adequate in all areas – this will

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stand even when patients are transferred. There are 19 patients in total and reporting to the CQC will continue

- Ambulance delays - There is a meeting scheduled with the Director of Nursing at the ambulance service. Work needs to happen across the system to review any potential harm or impact on patients resulting from the delays
- Work is underway to reorganise the Quality and Safety Committee to align with the new ICB structures
- Work will continue to support equality impact, and inequality impact assessments which will be under the remit of the Quality Directorate

The ICB Board noted the updates. The Board recognised the need to monitor the situation with John Monroe Group and the importance of each update.

ICB Interim People Plan

- Alex Brett, Chief People Officer, introduced the new ways of working and how the Interim People Plan will support the delivery of the system's priorities
- Challenges are real across health and care and include, but are not limited to:
 - Workforce supply issues
 - Impact of pandemic on workforce absence and wellbeing
 - Financial impact and economic hardship
 - Retention challenges
- Digital enablers are making a difference (Phillip's story is a good example of how digital tools can support recruitment)
- The team are supporting wider participation in communities with consideration given to inequalities, healthcare, and educational institutions
- The health and wellbeing of staff is a key focus for the Interim People Plan

People's Annual Report

- The work across partners to support the People Hub's Annual Report was commended and Alex Brett highlighted it was a collective effort
- Several highlights of excellent work were commended through the Board:
 - The Health and Wellbeing Hub and Psychological Support Hub led by Provider Healthcare
 - We have been nominated for a national award for the High Potential Scheme

The Board supported and approved the ICB Interim People Plan, recognising this is a fundamental report for the system. The Board noted the tremendous work highlighted in the annual report, as well as the work that went into its production.

Date and time of next meeting in public

22 September 2022 at 1pm until 3pm

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