

Integrated Care Board Briefing

**Inaugural ICB Meeting for
Staffordshire and Stoke-on-Trent**

22 September 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 Resident Story

- Charlotte Woodcock presented the Staying Well service, which supports people at risk of frailty in South Staffordshire. The service aims to proactively manage the deterioration of frailty, taking a preventative approach and help people to stay well, live well, and age well.

The ICB thanked Charlotte for bringing this positive case study, which showcases the local innovation happening to support integration and improve access for residents. The Board recognised that the health service has a balancing act to deliver today's demands, whilst also focusing on preventing poorer health outcomes in the future.

Business Assurance Framework and Risk Register

- The Risk Management Strategy, presented by Paul Winter, Deputy Director of Corporate Governance, highlighted the development of the ICB's risk culture and processes in place to manage risk. Work has been underway to clarify definitions, terminology and concepts used in risk management to improve awareness and understanding.
- Four interim strategic objectives were discussed and brought to the Board for approval by Jane Chapman, Head of Governance.

The Board commented that the Risk Register needs increased focus on Urgent and Emergency Care (UEC) and workforce, given current pressures in the system.

Clinical Policy Alignment (formerly known as Difficult Decisions)

- Gina Gill, Senior IFR (Individual Funding Requests) / Improvement Manager, described five policy proposals that aim to harmonise the eligibility criteria for a number of treatments to ensure they are the same across the area. The treatments include assisted conception, hearing loss in adults, male and female sterilisation, breast augmentation and reconstruction, removal of excess skin following weight loss.
- This work has been ongoing since 2020 and was paused due to the COVID-19 pandemic. Following an option appraisal process, that involved clinicians and members of the public, the Board was presented with recommendations for the next steps.
- Assurance was given that there are mitigations in place to manage the potential impact of the service change that has been approved. To ensure a fair approach during the transition, anyone who is already on a waiting list, when a new policy is implemented, would continue to receive treatment. You can find out more about this work on our website: <https://staffsstokey.icb.nhs.uk/our-work/transformation/difficult-decisions/clinical-policy-alignment-update-september-2022/>

The Board approved the recommendations, including implementing changes to four of the policies. This includes removing eligibility criteria for adults with mild hearing loss. The Board also agreed that assisted conception should be separated from the wider clinical policy alignment work and that an interim policy for assisted conception should be developed whilst the ICB awaits further national guidance following the publication of the Women's Health Strategy in July 2022.

The Board commented that clear communications will be needed to explain the service changes and the reasons for change. Members also noted that these changes are clinically led and not

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financially driven – overall there will be an increased investment of around £70K to implement these recommendations.

ICB Chair and Chief Executive Update

- The Chair updated that the Quarterly System Review meeting with regional NHSE colleagues took place on 8 September. A number of positive steps were discussed including but not limited to progress with our system operating model, the work done to develop our prevention portfolio and the substantial efforts made to reduce elective waiting lists.
- Peter Axon, interim CEO, explained how the latest version of the ICB Constitution has been submitted to the regulator for approval, after broad support for changes to the document was received from stakeholders.
- Jon Rouse, City Director, City of Stoke-on-Trent, told the Board that the City's multi-agency campaign 'Stronger Together' will launch on 23 September to support those who are vulnerable over the winter period.

The Board commented that we need to share and use data and intelligence about our communities, to help support people in their usual place of residence and avoid a hospital admission. It was recognised that workforce remains an issue, including staff sickness levels and recruitment and retention of staff in some key specialities. The Board recognised that supporting the wellbeing of our staff will be vital this winter.

Delegation of Services from NHS England to ICB Boards

- Peter Axon updated the Board on the collaboration with ICBs across the West Midlands. This includes exploring opportunities for joint working when the ICB receives delegated authority for pharmacy, dental, optometry and some specialised services in April 2023.

The Board noted that if services are to be delegated to ICBs, that the workforce needs to be in place to support the additional work. The Terms of Reference were approved by the Board.

Memorandum of Understanding

- Peter Axon presented the latest iteration of the document, which describes the relationship between the ICB and NHS England (NHSE).

The Board supported the document and recommended it is reviewed regularly.

Healthy Ageing and Frailty

- Neil Carr introduced Dr Amit Arora and Prof Zafar Iqbal, and the Healthy Ageing and Frailty Strategy.
- Over 600 people have been engaged with to create the strategy and an in-depth analysis of the population has been undertaken.
- Both local Wellbeing Boards are taking a lead on Prevention/Healthy Ageing with a focus on community development and loneliness.
- It was recognised that across Staffordshire and Stoke-on-Trent there are many innovations taking place to support frailty, including digital solutions and Multi-Disciplinary Team working.

The Chair thanked everyone for the work on this strategy, which is an important document for the system and demonstrates the importance of partnership working. The Board supported the establishment of a working group to translate this strategy into key priorities and actions.

System Oversight and Finance Report

- Paul Brown, Chief Finance Officer, introduced the ICS Oversight Framework. Further discussions are happening across the system to develop a recommendation to be presented to Board in November.
- Significant work has been happening across system finance leads to re-evaluate the 2022/23 financial position, given the current pressures of rising interest and costs, which are a challenge for all systems. Praise was given for the significant progress made so far to reduce the planned deficit from £28m to £20m. The system's aim is to break even for a second consecutive year, as legacy debt from the Clinical Commissioning Groups would be written off nationally. Paul Brown highlighted that this remains the goal all partners are working towards, but it will be a significant challenge given current pressures.
- Phil Smith, Chief Delivery Officer, introduced the performance report. 104 week waits, 78 week waits and wait times for colorectal and skin cancer have been improved upon.
- The UEC pathway continues to be challenging, particularly ambulance handover times. Working is happening locally and with regional colleagues to introduce new measures to increase flow through departments, improve estate at the Royal Stoke Hospital Emergency Department and introduce new services including frailty support.

The Board recognised that although the ICB may be required to hold providers to account, the Oversight Framework aims to support a collaborative rather than hierarchical relationship. The Board recommended a table is included in the performance report, which highlights performance against the core national standards to identify progress and any variation.

Quality and Safety Update Report

- Heather Johnstone, Chief Nursing and Therapies Officer updated the Board that the Woodhouse will no longer be a unit providing support for people with Learning Disabilities. It will reopen as a Neurodevelopmental / Behavioural Unit called Moorlands Neuro Centre.
- Maternity teams at University Hospital of North Midlands NHS Trust (UHNM) have been tackling a backlog of planned labour inductions, following the workforce capacity issues currently being experienced within maternity services. Heather was able to update the Board that the backlog had significantly reduced following support from other providers outside of the system.
- The Serious Incident Framework is being re-named to the Patient Safety Incident Framework following national guidance and this is being worked through locally.

The Board asked how we could be assured that the quality of service in the Moorlands Neuro Centre can be guaranteed. Heather explained that they are working closely with the CQC and that at this stage there is no assumption about the future commissioning agreements.

Organisational Development Programme

- Alex Brett, Chief People Officer, outlined the proposal for board development using the National Leadership Academy programme, which will help the Board to understand how it can best operate. An external partner will be commissioned to work with the Board on this.
- The proposed programme will build on the national framework for effective Boards but will as ever develop and respond to the changing climate and the ICS's own priorities.

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The Board commented that this programme should align with the seven ICS portfolios so it can be practically delivered.

Assurance Reports from Committees of the Board

- **Finance and Performance Committee:** Assurance received from all partners that they are working together to tackle the challenges around finance and performance.
- **Audit Committee:** Request that committees' reports are earlier in the ICB Board agenda to support items to be escalated and discussed.
- **People, Culture, and Inclusion Committee:** Workforce remains a key issue with focus on recruitment and retention. Work will continue to evolve, with increased system focus.
- **Safety and Quality Committee:** The new committee is changing mindset to wider system transformation. Further discussions are happening with partners and who will be involved.

The Board commented all reports are consistently presented showing the quality of work.

Date and time of next meeting in public: 17 November 2022, 1-3pm.

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